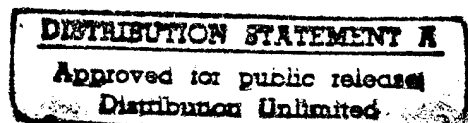
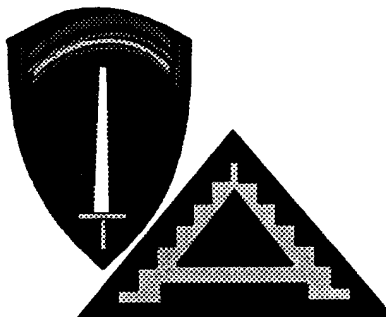


**HEADQUARTERS U. S. ARMY, EUROPE
and
SEVENTH ARMY**



**ANALYTICAL SUPPORT
TO
OPERATION JOINT ENDEAVOR**

by
**Barbara Bormolini
Robert Klemmer
Norm Trier**

APRIL 1996

OPERATIONS RESEARCH / SYSTEMS ANALYSIS CELL

HEIDELBERG, GERMANY

19960520 006

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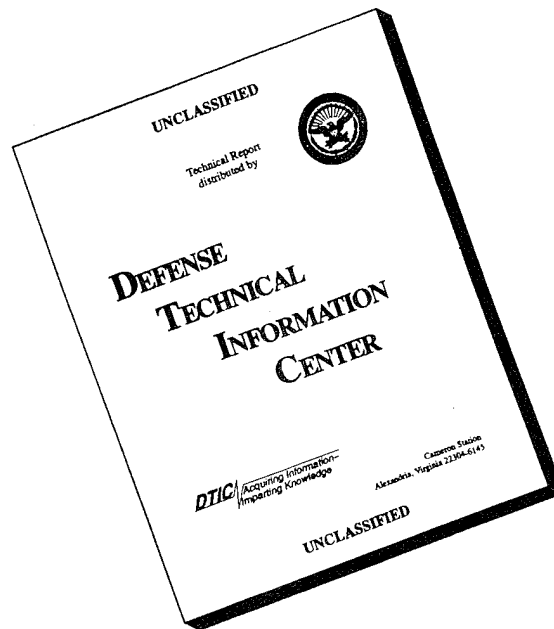
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Analytical Support to Operation Joint Endeavor

Table of Contents

Acknowledgments	i
Introduction	1
Background	1
Scope of Effort	2
Summary of Efforts	3
Closing Observations	6
Distribution	8
Appendix A POL-MIL Timelines	A-1
Appendix B Campaign Plan Timelines	B-1
Appendix C Master Task Lists	C-1
Appendix D Critical Issues	D-1
Appendix E Deployment Status	E-1
Appendix F Unit Flow & Base Camp Construction	F-1
Appendix G Movement Board Process	G-1
Appendix H Deployment Population Projection	H-1

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We wish to acknowledge the support and direction provided by the Crisis Action Team Director, COL Paul Tiberi and the CAT Team Chiefs: LTC Behnke, LTC McFeeters, and LTC Phillips, especially at the beginning while we were still learning where we fit in. A special thanks and tribute go to our office chief, LTC Michael Lally, whose leadership, foresight, and perseverance made this successful effort possible. We wish to commend our fellow analysts: Mr. Ed Glavan, Ms. Wallis Berrios, and Mr. Duane Gory, whose dedication through the long, grueling hours, made this effort a complete success. It is important to note that the analysts came from varied backgrounds, skill areas and experience levels. This and the fact that we had known each other for less than four months is all the more laudable that we were able to quickly, effectively, and professionally coalesce into a productive team. Over the 71 day period of the Cell's involvement, the 7 analysts of the ORSA Cell provided 2.2 work-years of support, produced 9 major products, conducted numerous interviews and special quick turn-around projects and provided significant daily products. Quite an accomplishment for such a small group of people!

Analytical Support to Operation Joint Endeavor

Introduction

As a result of the Dayton Peace Accord in the summer of 1995, the U.S. Army as part of the NATO Implementation Force became an element of Operation Joint Endeavor. During execution of Operation Joint Endeavor and the deployment of U.S. Forces to Bosnia-Herzegovina (B-H), the Operations Research / Systems Analysis (ORSA) Cell was directed to assist the HQ USAREUR Crisis Action Team (CAT). The Chief and 6 ORSAs were brought under the operational control of the Director of the CAT. The ORSA Cell provided continuous 24 hour coverage from the 22nd of November 1995 through the end of January 1996, and produced a variety of analytical products for use by the Director and the Staff Element members of the CAT. Traditional as well as emerging ORSA technologies were used to produce a number of analytical and managerial products. These products described in detail in this report, varied from establishing the USAREUR time line with all critical events and decision points, to identifying critical pre-deployment tasks to be accomplished, to mapping out the construction of the base camps and the unit flows into the theater, to projecting the population buildup in the deployed countries.

Background

Bosnia-Herzegovina (B-H) has one of the most unique historical positions and geographic locations in the world. Centuries of ethnic and religious fighting, highlighted by the beginnings of two World Wars were ignited by events that took place in this area. Additionally, it has been the dividing lines between the world's three major religions; Catholicism, Orthodoxy and Islam. This area of Eastern Europe, with its geopolitical, economic and religious differences, has been the location of extensive warfare among the Croats, Serbs and Muslims for centuries. The 1991 demographics show that 41% of the population were Muslims, 31% were Serbs and 17% were Croats.

The "harmony" of the post-World War II era was a result of the dictatorial rule of Josip Broz (Tito) and the area's position as a buffer between the East (Warsaw Pact) and the West (NATO). With the death of Tito in 1980 and the threat of the cold war ended, the 1990's brought significant change and unrest, and polarization began anew. As a result of these changes, old animosities surfaced between the richer northern regions and the poorer southern regions with a concurrent resurgence of the strong ethnic/nationalists hatreds. The post-communist leaders fostered these hatreds for their own political and electoral benefits with a complete breakdown of civil and social structures. A civil war had begun.

During the early 1990s, the uncontrolled turmoil, fighting and deaths which took the form of "ethnic cleansing" led to the world community demanding peace. The United States took the lead and assembled the warring factions in the summer of 1995 to hammer out what is now called the Dayton Peace Accord. This Accord formulated the conditions

Analytical Support to Operation Joint Endeavor

necessary for a cease fire and established NATO as the Implementation Force (IFOR) of the Accord.

The United States along with other members of NATO as members of IFOR were given specific areas to secure, with mission objectives and a timeline for execution. Deployment was to begin in November 1995 and be completed by 20 January 1996.

During the November 1995 time frame, the U.S. embarked on planning the deployment of forces into B-H. This was to be the largest peace enforcement mission in our history. The effort entailed movement of over 20,000 troops and their equipment from various points in Europe and the U.S. through several countries to multiple locations in the Area of Operations (AO). The primary method for inter European movement was to be rail. This effort fit well within the mission of HQ USAREUR to maintain a combat-ready, forward-deployed force capable of providing immediate responses in support of NATO, U.S. bilateral, U.S. multilateral, and U.S. unilateral objectives.

The operation was to be staggered and sequenced by first deploying forces to Hungary, establishing an Intermediate Staging Base for the reception, staging, onward movement, and integration, constructing a base camp in Croatia near the Sava River, opening Lines of Communications (air, ground and electronic), including the building of the bridge over the Sava River, and subsequently deploying forces to Bosnia-Herzegovina. In concert with NATO elements and in accordance with the Dayton Accord, the HQ USAREUR Crisis Action Team (CAT) was responsible for coordinating and directing all activities concerning the deployment of the United States Army's forces and their equipment. During the early planning stages, it became apparent that some independent analytical group would prove worthwhile. The HQ USAREUR Operations Research Systems Analysis Cell was directed to provide that assistance.

Scope of Effort

The ORSA Cell was tasked to provide analytical support of undetermined levels, for an unspecified time to the USAREUR Crisis Action Team Director. The role was one of unlimited scope. The CAT Director was aware of a need to first focus on the development of a timeline so that all activities of the operation could be synchronized. This required objective analysis that an independent asset like the ORSA Cell could provide. Additional tasks and support to be conducted on a variety of topics was yet to be specified. After the Timeline was established, the CAT Director placed no limitations on the breadth, depth of activities or the access of the ORSA Cell to anyone or organization determined by the Cell to be significant to the development of efforts.

With this as a mandate, the Cell began to explore potential projects beyond the preparation and maintenance of the timeline. Rapidly, areas in logistics, transportation, force movement, base camp construction, unit flow and deployment population tracking and projection became tasks of the ORSA Cell. To accomplish many of the tasks, the Cell

Analytical Support to Operation Joint Endeavor

expanded on the traditional ORSA skills into problem prediction/resolution, asset management, and analysis of international agreements with potential political, economic, and treaty impacts on the operation. With direct and unlimited access to the staff, the Cell became fully integrated into the CAT operations with representation at meetings such as the TPFDD Deconfliction Conference, USAREUR Movement Board, CINC Daily updates and the CAT Shift Changeover Briefings. The Cell briefed their products constantly and provided "on the spot" analysis and comments upon request.

This in-depth exposure to all aspects of the management and execution of the planning and deployment phases of the Operation, plus the independence of the Cell and the growing informational data base, allowed the Cell to become predictive and proactive. In this role, the Cell was able to determine critical events and advise USAREUR of potential issues in the Operation.

Summary of Efforts

The following provides a summary of the ORSA Cell's major involvement. Examples of the final products, along with other pertinent information, are contained in the appendices. Project books with Computer diskettes were kept on each of these efforts, as were daily shift logs, providing an audit trail for the work accomplished.

The reason for the initial ORSA Cell involvement was to capture pertinent information concerning important political and military events and dates (**POL-MIL Timeline**) and to structure a baseline for all members of the Headquarters to use as a point of departure. The Crisis Action Team Director needed a method to focus the efforts of the USAREUR Staff and focus briefings with Senior Leaders. The Chief of Staff tasked the ORSA Cell to work with the CAT to develop a methodology to collect and identify critical information and develop a means to portray the critical information to the CINC.

The ORSA Cell coordinated with the USAREUR Political Advisor, DCSOPS, PAO and other staff sections to identify all key events and dates leading up to the deployment of forces to Bosnia-Herzegovina involving organizations external to and within USAREUR. These Key Political-Military and USAREUR events were laid out on a timeline to identify CINC decision points, facilitate discussions with Senior Leaders and synchronize the efforts of the staff.

The POL-MIL Timeline was briefed to the CINC and USAREUR Staff daily during the B-H Updates. This information was used to synchronize and focus the USAREUR Staff, V Corps, and 21st TAACOM efforts. Furthermore, a common timeline and reference points were established which facilitated the timely exchange of critical information.

The ORSA Cell, using this technique, integrated the military, political and diplomatic actions and decision points as they took place and were anticipated. This became the

Analytical Support to Operation Joint Endeavor

single "baseline" for all staff element planning and the update briefings for the CINC. With this as a linchpin, all elements of the USAREUR Staff were synchronized in the execution of their activities supporting Operation Joint Endeavor. The final result of this effort is shown in Appendix A.

The CAT Director also needed a method to focus the efforts of the CAT and its members for briefings and discussions with Senior Leaders. The ORSA Cell developed a series of charts depicting the flow of forces in the Area of Operations (AO) for the Planning, Preparation and Deployment Phases of Operation Joint Endeavor. Coordination was made with DCSOPS-Plans, the entire Crisis Action Team, and V Corps, G-3 Plans. The charts depicted the Force Packages, planned deployment windows, key units, and critical dates.

During the Deployment Phase, these charts depicted the flow of force packages, key dates tied to treaty implementation events, and color codes (Green-on track, Amber-could cause problems and Red-impacting operations) to illustrate whether the flow was on time or late. After several of the U.S. Force packages closed, the flow of Multinational Forces into the Area of Operations were depicted.

The charts were briefed to the CINC and other Senior Leaders during the daily B-H Updates. The charts helped focus the efforts of the Crisis Action Team and gave the CAT Director a visual outline to use when summarizing significant activities during the B-H Updates. Final versions of the USAREUR Campaign Plan charts are shown in Appendix B.

The efforts of the ORSA Cell expanded to assist in the collection of critical facts to aid the CAT Director and the CAT Shift Team Chiefs in the identification and tracking of critical tasks required in the planning phase of Operation Joint Endeavor. ORSA Cell developed a methodology to collect task information from each staff element, resulting in the development of a critical task list and identification of the critical path for the senior leadership and Crisis Action Team. Using a project management software package, a Master Task List data base of 647 tasks were identified and captured on a single data file that could be sorted on any number of indices (such as Force Package, date, place and/or Staff Element). This data file was maintained until the deployment of forces started. Details of the Master Task List can be found in Appendix C.

All of these Products were used by the Staff to insure that all tasks were identified and sequenced, start/stop dates and duration of operations were determined, and that linkages and relationships were established within functional areas, between areas and within force packages.

The CAT Director used the task list to oversee the planning and pre-deployment responsibilities of USAREUR. Products also provided a mechanism to identify critical events and specified or implied tasks, the completion of which were essential to mission accomplishment.

Analytical Support to Operation Joint Endeavor

The task list effort produced several products including sorts by Staff Element (10) and Force Package (6) that were the basis for the development of the "Critical Issues" lists. These issues were "critical" because, if not accomplished as planned, there would be a degradation of USAREUR's ability to meet the requirements of the operation. These Critical Issues lists were used to provide high visibility and monitoring of the most important tasks in the Pre-deployment planning phase. Another benefit was greater communication among staff elements. For Example, DCSLOG had to consider the personnel impacts of LOG decisions, DCSOPS movement plans had to consider DCSLOG's ability to put equipment and materials where needed. The outcome was that POCs became more knowledgeable of the staff interdependence and realized that they must consider how their decisions affected other functions. The **Critical Issues** are found in Appendix D.

Another significant effort of the ORSA Cell was the tracking of the deployment of troops and equipment to the AO for each force package. The international agreement decreed that a strict deployment schedule of troops to Bosnia-Herzegovina be followed. The CINC also wanted a method to evaluate the deployment of units and their equipment, as well as a 5-day forecast for planned deployments. The Cell developed a methodology which depicted the daily progress of each force package and their planned deployments. ORSA Cell recommended the use of deployment charts that compared the number of personnel and equipment (expressed in short tons) in the TPFDD (requirement) to the actual and scheduled deployment over time. Data concerning actual movements was collected from various sources. Information about scheduled movements was obtained and used to project progress through a five day window for each force package: NATO Enabling, National Support Element, Line of Communications Force, Initial Entry Force, Strike Force, and Task Force Eagle.

These charts were updated daily to provide the CINC with a current picture of the forces and equipment flowing through and entering the designated Areas of Operations. Although routine, this task was significant because the Peace Accord specified specific numerical limits of troop deployments to B-H. Deployment charts were included in the daily B-H Update to the CINC. Also, ODCSENGR used the charts to project initial billeting requirements down range. The summary of this effort is found in Appendix E.

Management of the **Unit Flow & Base Camp Construction** (Appendix F) was critical to the success of the deployment. In order to identify, track and monitor the establishment of the base camps, the Cell developed PERT (Project Evaluation and Review Techniques) charts to track the progress of the base camp construction and the flow of the Forces to/through each camp. This provided visibility of the operations, movements and progress of units toward closure of this phase of the operation.

Senior Leaders became uncomfortable with the base camp construction schedule and whether it supported the flow of forces. CINC's Initiative Group and ORSA Cell worked together to analyze the problem and develop recommendations. The objective was to

Analytical Support to Operation Joint Endeavor

analyze the flow of forces into B-H to determine if it established sufficient force to Monitor the Zone of Separation and implement the treaty relative to the Zone of Separation. An additional objective was to determine whether force flow was synchronized with base camp construction schedule.

The ORSA Cell developed PERT charts to show the relationship between the flow of forces into B-H and building thirteen base camps, and to determine whether or not units would meet prescribed goals for closure. The PERT charts clearly identified the critical path of base camp construction. The charts illustrated the tight timelines and critical relationship between construction units, units that secure and check the area for mines, base camp construction schedule, requirements for construction material and tents, and when units would be able to move into a base camp.

PERT charts were briefed to all Senior Leaders and posted in the CINC Huddle Room (Executive meeting room). Recommendations to detach units involved in base camp construction from other missions and to expedite deployment of engineer units and construction materials were implemented. ODCSENGR used the PERT chart to track the progress of base camp construction.

The ORSA Cell also was involved with the USAREUR Movement Board process. The CINC's Initiative Group requested the Cell to review and verify future (6 days out) Planned/EUCOM validated TPFDD requirements and to incorporate emerging requirements that had TPFDD impact. This product directly influenced the generation of air and rail schedules. The process is depicted in Appendix G.

Throughout the deployment, EUCOM and DCSPER were constantly being asked for predictions of number of personnel downrange on any given date. The actual deployment, movement and arrival of US Forces had to be closely monitored to ensure that the implementation dates of the Peace Accord were met and the population caps were not exceeded. To help quickly answer questions concerning the number of people deployed, the ORSA Cell developed a quick methodology for predicting the deployed population in Hungary, Croatia, and B-H over time. This product tracked these numbers and extrapolated estimates to predict populations for each of the designated areas. This Chart was maintained daily and used at the action officer level to track actual deployment numbers and to support estimates on future numbers. The deployment projections were also used to predict the number of troops deployed at Christmas and on the 15th of January for briefings to the White House. The Deployment Population Projection charts are contained in Appendix H.

Closing Observations

Throughout the deployment, the ORSA Cell was a valued asset for its inherent skill and experience level and its ability to provide quick and insightful responses to a wide variety of tasks. Upon reflection, some of the reasons which this effort was so successful

Analytical Support to Operation Joint Endeavor

was that the ORSA Cell had independence of action and was composed of analytically strong individuals, wanting to contribute and committed to providing the Army with the best answer possible. This allowed the CAT Director to ask us to focus on specific events, addressing the potential problem area from an overall viewpoint, not being impeded by day to day tasks which consumed most of the members of the CAT. The ORSA Cell, along with the CINC's Initiative Group looked to the future in identifying critical events and specific tasks which had to be accomplished in order to keep the deployment operation going smoothly. It is easy to recommend for future deployments or re-deployments, that a group of individuals similar to those in the ORSA Cell and the CINC's Initiatives Group be assigned to the CAT Director. That group needs to possess skills which are analytically based, have a thorough knowledge of military operations, and possess a willingness to tackle a multitude of challenging problems.

During the utilization of the ORSA Cell in support of the execution of Operation Joint Endeavor, the Cell's value increased exponentially. With it's early success of producing a coherent and valid Timeline, the confidence in and experience of the analysts grew. Their ability to anticipate issues and provide quick, accurate and useful responses to a variety of tasks became a mainstay of the CAT operations.

None of the analysts had a previous opportunity to observe first hand the complexities and intricacies of the movement of so many soldiers and associated equipment to meet an Army mission. The internal operations, requirements and deadlines each staff element had to execute in precise sequence was impressive and noteworthy. Additionally, the team had the opportunity to observe and understand the Multi-National, NATO, and EUCOM interactions required to effectively execute a deployment of this magnitude.

The involvement of the ORSA Cell in the execution of Operation Joint Endeavor was by far the most intense developmental experience any of the analysts could have wanted. It not only brought to the fore the value and significance of a variety of ORSA techniques, but provided each individual with in-depth knowledge of "How the Army Deploys." As a result, the analysts developed an appreciation of the complexities of deploying a modern day army in a multi-national scenario. Even more so, the analysts developed an overwhelming appreciation for the skill, competence, experience and dedication of the U.S. Army officers and enlisted soldiers.

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 - 1 - DCSENGR
 - 1 - DCSLOG
 - 1 - DCSRM
 - 1 - DCSIM
 - 1 - MIL HIST

APPENDIX A

POLITICAL - MILITARY TIMELINE

POL-Mil Timelines

1. SPONSOR: Chief of Staff

2. OBJECTIVE: To graphically depict the Political and Military events leading up to the deployment of forces to Bosnia-Herzegovina and identify CINC Decision Points in order to facilitate discussions with Senior Leaders and synchronize the efforts of the staff.

3. BACKGROUND: Director, Crisis Action Team needed a method to focus the efforts of the USAREUR Staff and focus briefings with Senior Leaders. CoS tasked ORSA Cell to work with the Director, Crisis Action Team to develop a methodology to collect and identify critical information, and develop a means to visually portray the critical information to the CINC.

4. DISCUSSION:

a. ORSA Cell developed a methodology to collect and identify critical information from the Staff. These are discussed in Appendix C, Master Task List, and Appendix D, Critical Issues.

b. ORSA Cell coordinated with the USAREUR Political Advisor, DCSOPS Plans and Operations Division Chiefs, and other staff sections as required to identify key events and dates involving organizations external to USAREUR, and events and dates controlled by USAREUR.

c. Key Political-Military events and USAREUR events were laid out on a timeline to facilitate identification of CINC Decision points.

5. RESULTS:

a. Charts were briefed to the CINC and USAREUR Staff during the daily BH Updates.

b. Charts helped synchronize and focus USAREUR Staff, V Corps and 21st TAACOM efforts. Furthermore, a common timeline and reference points were established which facilitated the exchange of critical information.

6. STATUS: Last charts developed and briefed on 18 Dec 95. These charts are displayed on the following pages.

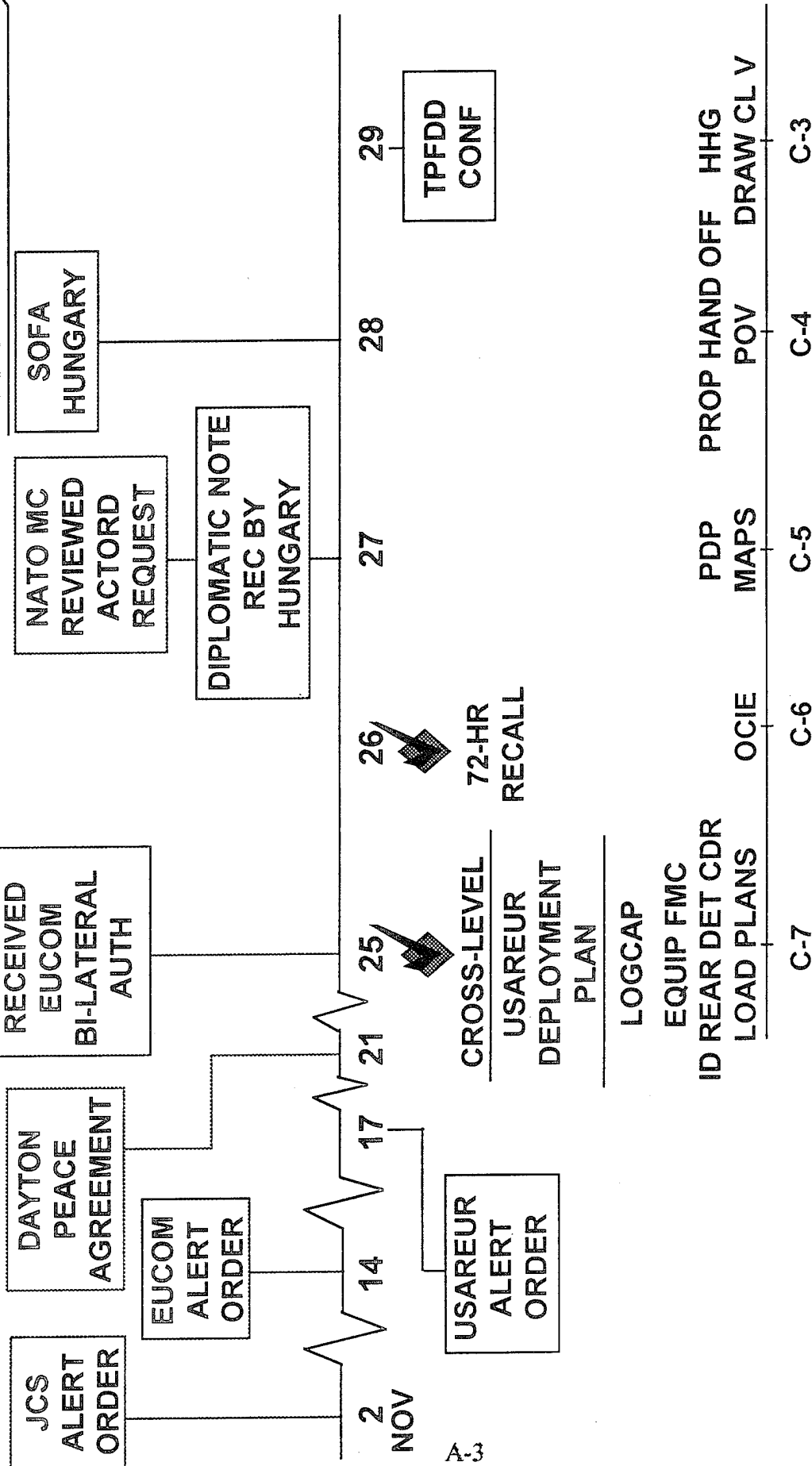


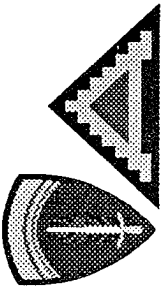
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AS OF: 180400ZDEC95

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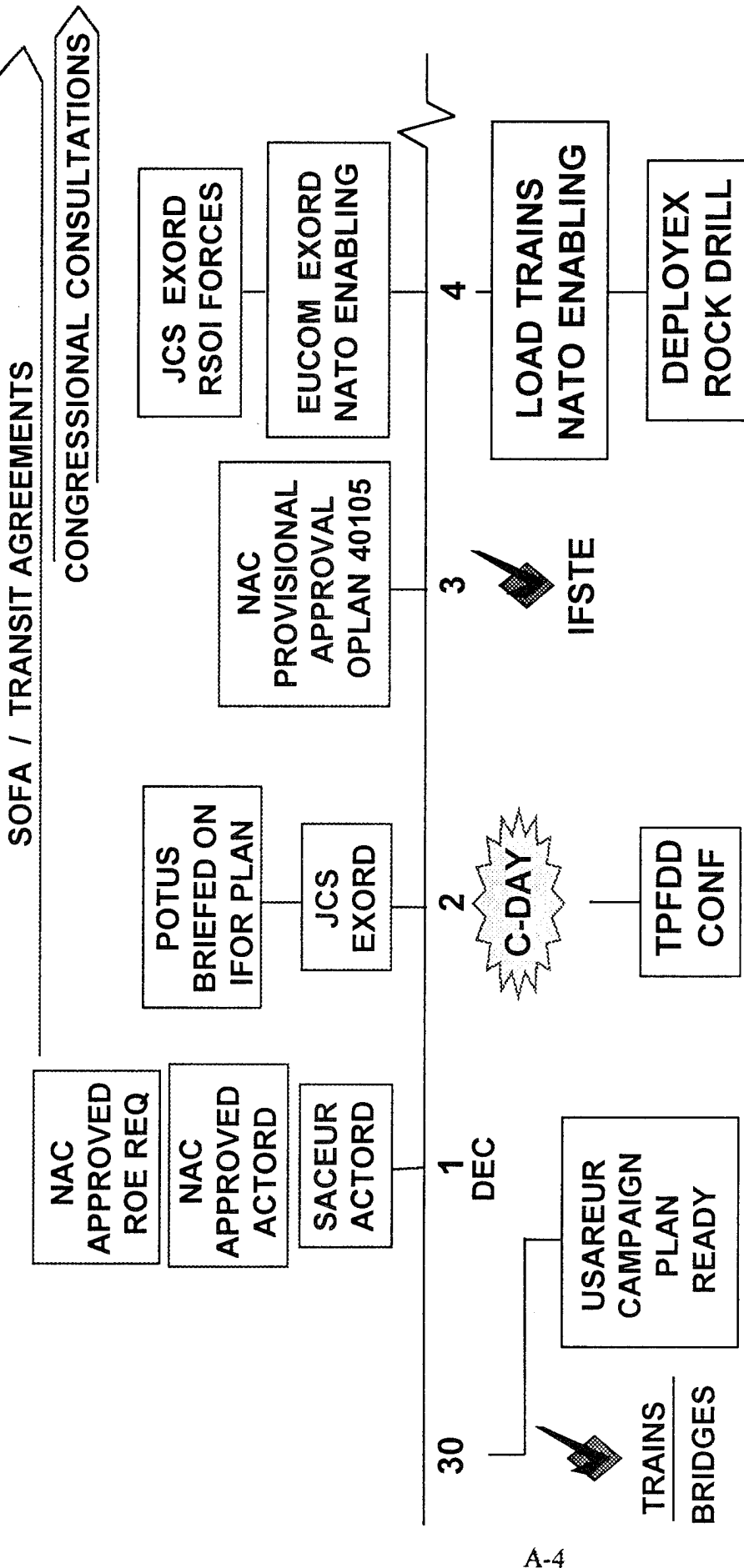
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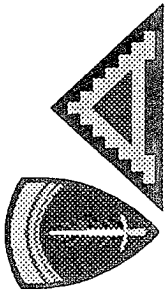




POL-MIL TIMELINE

AS OF: 180400ZDEC95





POL-MIL TIMELINE

AS OF: 180400ZDEC95

TRANSIT AGREEMENTS

CONGRESSIONAL CONSULTATIONS

CONGRESS
VOTES

LONDON
CONFERENCE

EUROM EXORD
RSOI FORCES

PSRC
AUTHORIZED

MOBILIZATION
SELECTED CONUS
RESERVES

PARIS
PEACE AGREEMENT
SIGNED

7
DEC

USAREUR
EXORD

8

MOBILIZATION
OF USAREUR BASED
RESERVES

LOAD TRAINS
RSOI FORCES

12

13

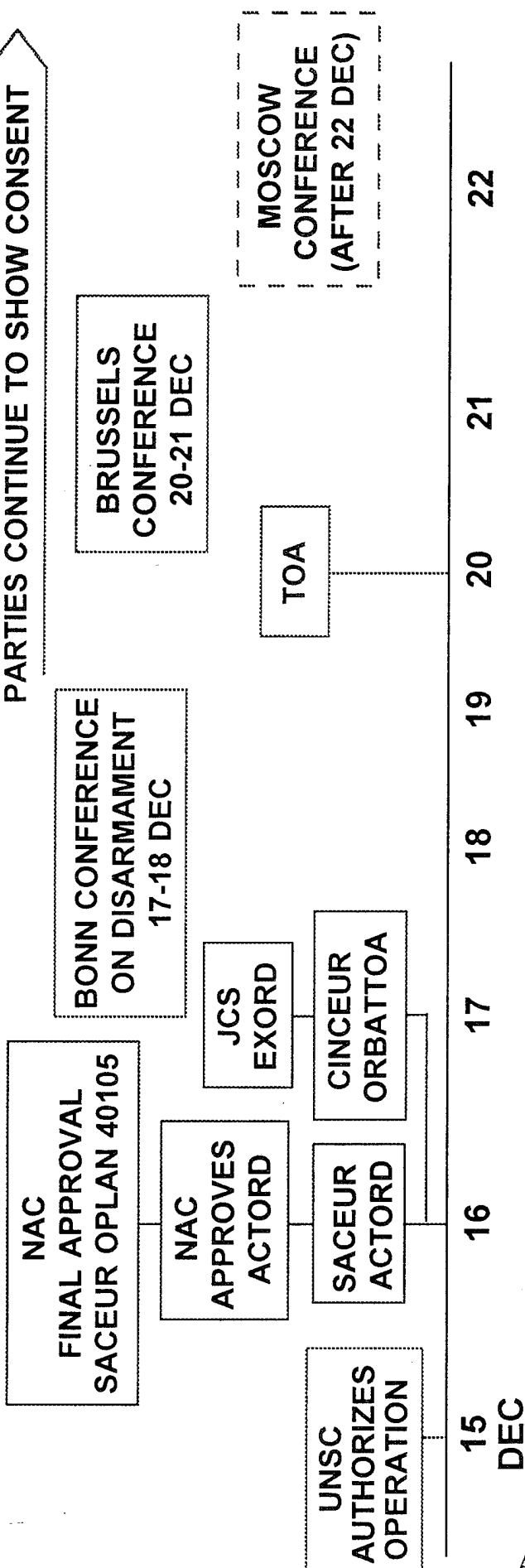
14
DEC



POL-MIL TIMELINE

AS OF: 180400ZDEC95

PARTIES CONTINUE TO SHOW CONSENT



G-DAY

APPENDIX B

CAMPAIGN PLAN TIMELINES

Campaign Plan Requirements

1. **SPONSOR:** Director, Crisis Action Team

2. **OBJECTIVE:** To graphically depict the flow of forces into the Area of Operation in order to facilitate discussions with Senior Leaders and focus the efforts of the Crisis Action Team.

3. **BACKGROUND:** Director, Crisis Action Team needed a method to focus the efforts of the Crisis Action Team and focus briefings and discussions with Senior Leaders.

4. **DISCUSSION:**

a. ORSA Cell developed a series of charts depicting the flow of forces into the Area of Operation for the Planning, Preparation and Deployment Phases. Coordination was made with DCSOPS-Plans, Director, Crisis Action Team, and V Corps, G3-Plans.

b. During the Planning and Preparation Phases the charts depicted the Force Packages, planned deployment windows, key units, and critical dates. The charts helped focus leaders on the critical force packages and the units included. Additionally, it helped each headquarters to use the same terminology. See Annex 1.

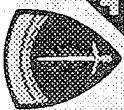
c. During the Deployment Phase the charts depicted the flow of force packages, key dates tied to treaty implementation events, and color codes to illustrate whether the flow was on time or late. After several of the U.S. Force packages closed, the flow of Multinational Forces into the Area of Operations were depicted. See Annex 2 and 3, respectively.

5. **RESULTS:** Charts were briefed the CINC and other Senior Leaders during the daily BH Updates. The charts helped focus the efforts of the Crisis Action Team and gave the CAT Director a visual outline to use when summarizing significant activities during the BH Updates.

6. **STATUS:** Last charts developed and briefed 30 Jan 96.

ANNEX 1

OPERATIONAL TIMELINE



OPERATIONAL TIMELINE

AS OF 1040 2 DEC 95

2,100

30 MED BDE (-)
7 SIG BDE (-)
191 ORD BN
28 TRANS BN
95 MP BN (-)
51 MAINT BN
29 ASG
515 POL (TANKER) Co
26 CS Co
77 MAIN Co
16 CSG (-)

4,200

DIV ENGR BDE
1-1 CAV
535 EN Co (CSE)
502 EN Co (AFB)
16 ENGR BN (-)

5,627

LOC OPENING FORCES

NSE 21st TAACOM (FWD) / 3rd COSCOM (FWD) / USAREUR (FWD) / 1st PERSCOM

NATO ENABLING FORCES

DEC 4 5 6 7 8 9 10 11 12 13 14 15

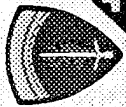
N+2

ISB
UP

G-DAY

Peace
Agreement

NAC OPLAN &
NAC ACTORD
Approval



OPERATIONAL TIMELINE

AS OF 1040 2 DEC 95

6,800

236 MED (AA)
A/5-159 MED LIFT BN (-)
7-227 ASLT HEL BN
3-1 ATK HEL BN
227 ATK HEL BN
HHC, 4 BDE

STRIKE FORCES

TF EAGLE (-)

USAF (650)
A/25 FA Btry (-)
1 AD ASSLT CP
3-325

INITIAL ENTRY FORCES

ISB
100%

16 17 18 19 20 21 22 28 29 30 31

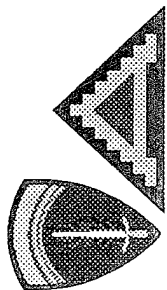
SACEUR ACTORD
JCS EXORD
CINCEUR ORBATTOA

Bridge Sava
River

Link-up with
3-325

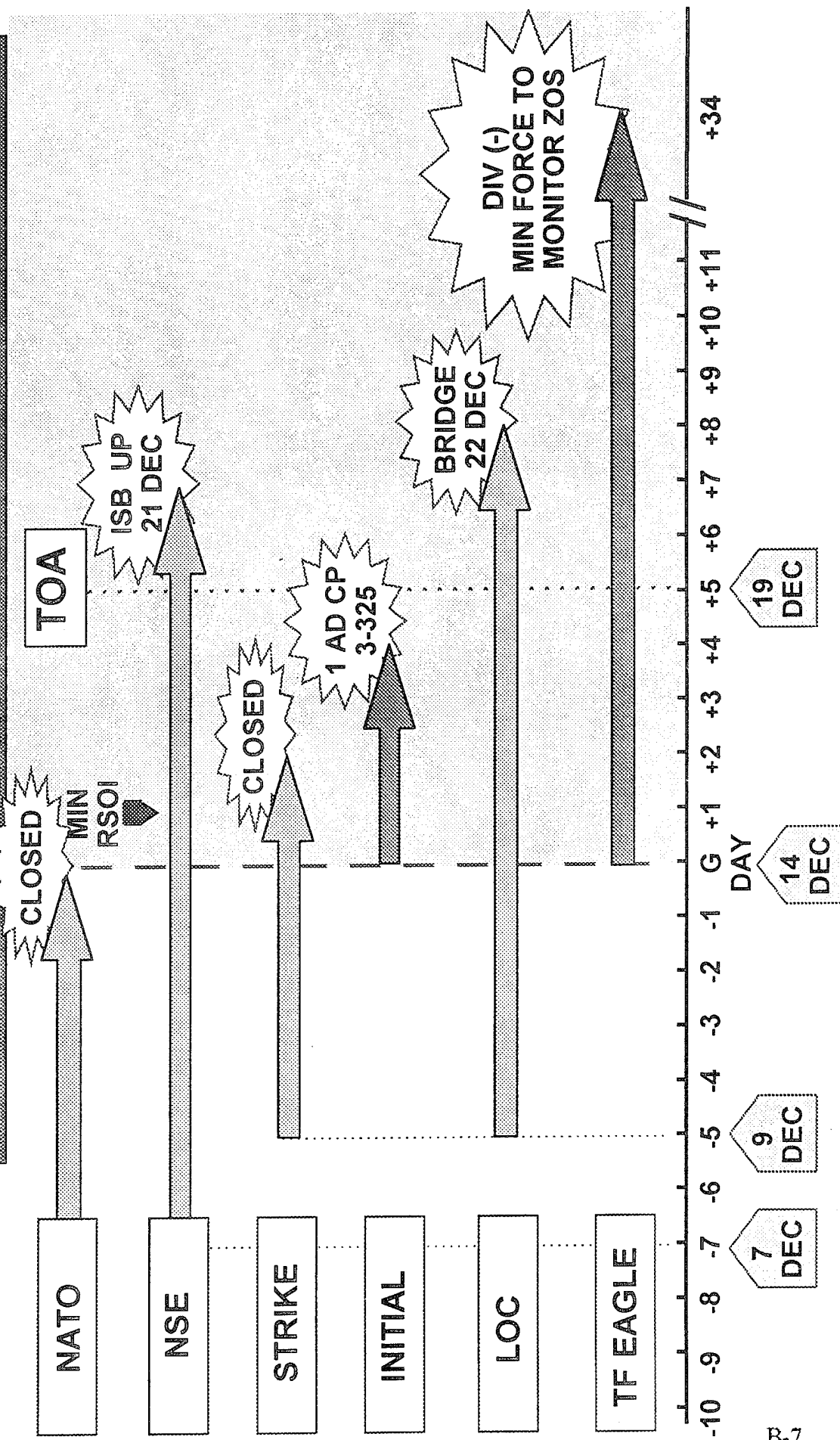
ANNEX 2

USAREUR CAMPAIGN PLAN



USAREUR CAMPAIGN PLAN

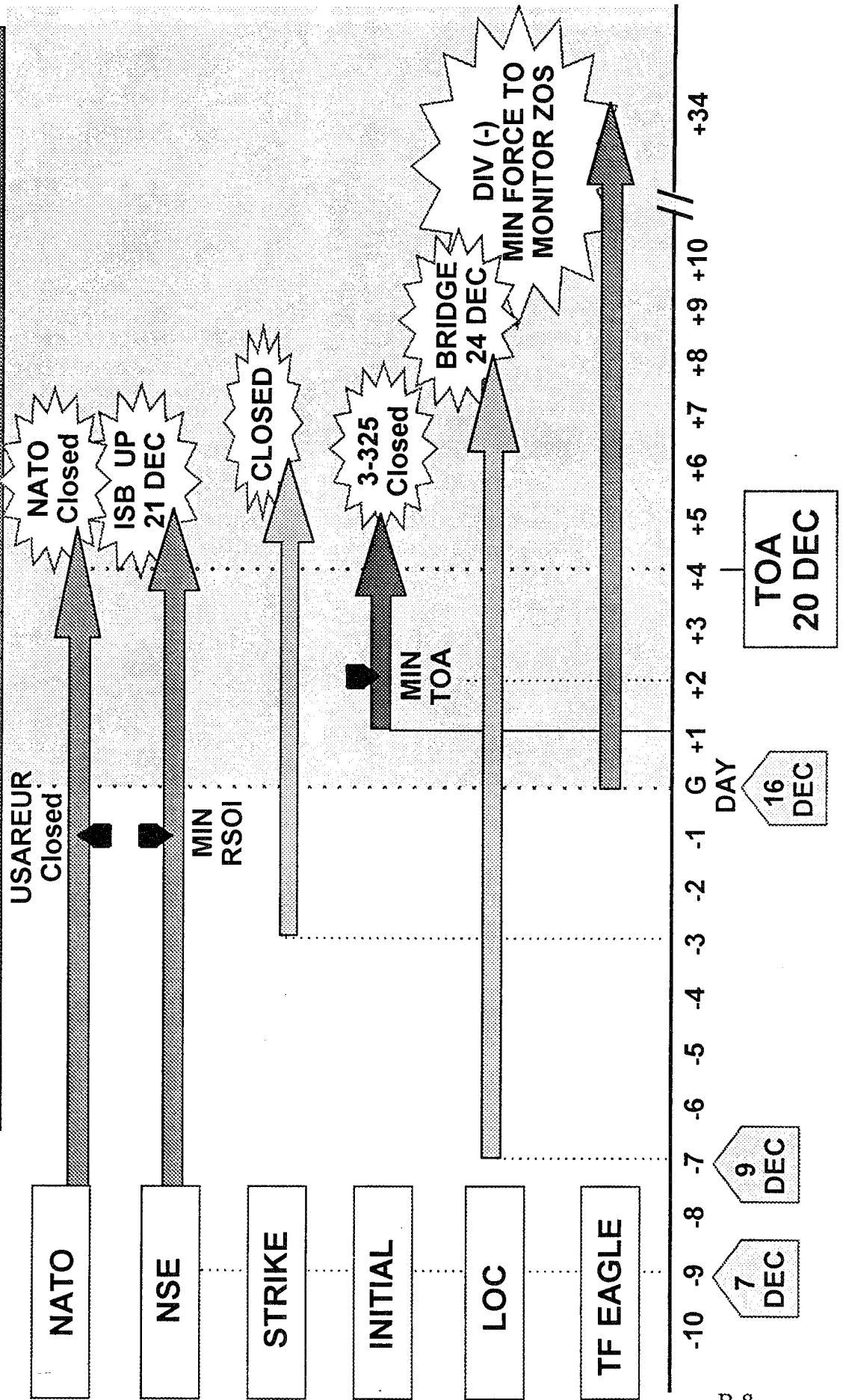
AS OF: 102200ZDEC95





USAREUR CAMPAIGN PLAN REQUIREMENTS

AS OF: 180400ZDEC95



ANNEX 3

MULTI-NATIONAL CAMPAIGN PLAN



USAREUR CAMPAIGN PLAN REQUIREMENTS

AS OF: 300400ZJAN96

Russian Bde
(1500)

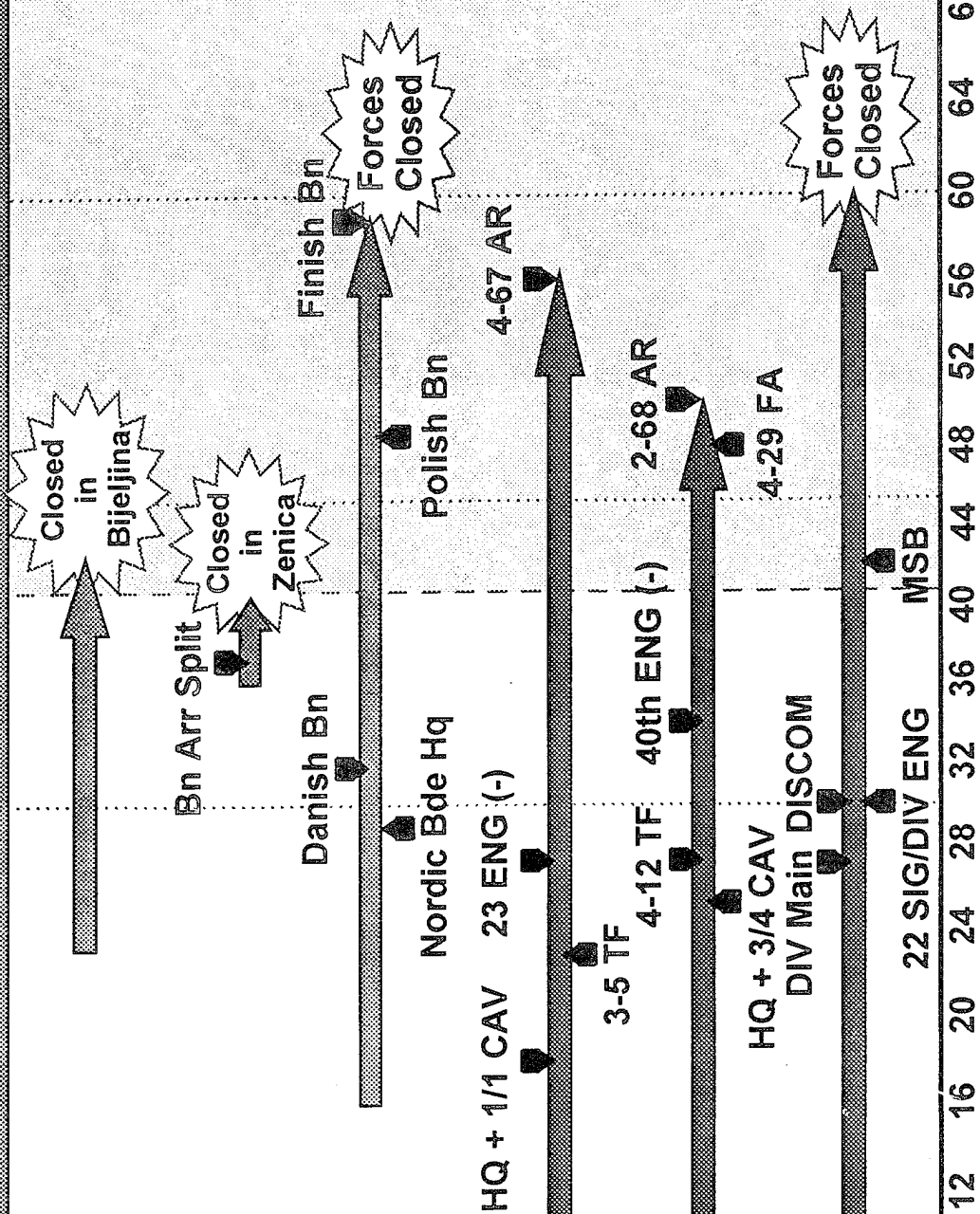
Turk Bde
(2544)

Nordic Bde
(4375)

1st BCT

2nd BCT

Interior
Sector



DAY

B-10

Monitor ZOS
19 Jan

Secure Area
3 Feb

APPENDIX C

MASTER TASK LISTS

Master Task List

1. **SPONSOR:** Director, Crisis Action Team

2. **OBJECTIVE:** Identify and track the critical and ancillary tasks of the USAREUR Staff in support of Operation Joint Endeavor. Identify the critical path and potential "break" points for the senior leadership and Crisis Action Team.

3. **BACKGROUND:** No single data base existed to collect, collate and track the critical and ancillary tasks in support of the USAREUR B-H mission.

4. **DISCUSSION:**

a. ORSA Cell developed a methodology to collect task information from each staff element, resulting in the development of a "laundry" list of their top 15 tasks.

b. Each POC identified relationships and relative criticality of each task. ORSA Cell used Microsoft Excel software to create initial spreadsheets. Continuous updates of the information were requested and collected from the CAT staff. EXCEL spreadsheet didn't provide the flexibility required to meet information requirements.

c. Using Microsoft Project Manager software a new data base was created. At it's apex, 647 tasks were being tracked across 10 staff agencies for 6 force packages. Outputs were critical to the management and synchronization of the USAREUR staff in support of Operation Joint Endeavor.

5. **RESULTS:**

a. The products were used by the Staff to insure that all tasks were identified and sequenced, start/stop dates and duration's of operations were determined, and that linkages and relationships were established for each functional area, between areas and within force packages.

b. Outputs were used by the CAT Director to oversee all tasks associated with the planning and pre-deployment responsibilities of USAREUR. Additionally, information was provided up the chain of command.

c. Products also provided a mechanism to identify critical events. Specified or implied tasks the completion of which are essential to mission accomplishment. Decision points relate to identified critical events. This experience allowed for a later application to build PERT charts which analyzed the flow of forces into B-H to determine if it established sufficient force to monitor the ZOS and determine if it was synchronized with the Base Camp Construction efforts.

6. **STATUS:** Completed. Summarized products were developed on 24 Nov 96 (see Annex 1). The first detailed products were provided 26 Nov 95 and were updated each shift until 20 Dec 95, which was "D" day. See Annex 2 for tasks sorted by functional area.

Methodology for Master Task List

1. **MISSION:** To develop a mechanism to identify, collect, track and provide critical analysis of the tasks for the planning and deployment of U.S. Forces in support of the Operation Joint Endeavor.

2. **BACKGROUND:**

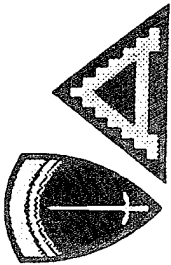
a. Initial data collection consisted of asking the Staff POCs what they considered to be the top 15 tasks in their respective areas, when were the start/stop dates and what was the duration of the task. The results were uneven, some gave more, but most had not previously been asked for this sort of data and had difficulty developing the lists. After several iterations, we got better at asking the questions and they improved on their input. Best results were achieved through one-on-one discussions. However, the first few days of the operation were extremely hectic and Action Officer time was at a premium, so data collection was difficult. Improvement in the quality and collection of information occurred as POCs realized the value of the products in assisting them to meet their requirements to track tasks and events.

b. Automation efforts began with the creation of spread sheets using Microsoft EXCEL. Although possible to do, the software didn't provide the flexibility desired in executing this effort. We then obtained a copy of Microsoft Project and began loading the information. The data file was titled Master Tasks and proved to be easily maintained and updated. Eventually, we captured 647 tasks from 10 staff elements for 6 force packages supporting the operation. The software allowed the user to "cut" the data by summary tasks, staff element, critical tasks and resource requirements. The Project met all requirements requested.

c. Outputs at first were relatively simple; total lists of the tasks. Quickly requirements changed to include breakouts by Force Package for the CAT Director and above, and by Staff Function for the POCs. The software proved to be very flexible in that we were able to "cut" the information in any manner requested. Outputs were provided twice a day to the CAT Team at or soon after the shift change and posted in the CAT Director office. After the POCs provided linkage information we used the Microsoft software to produce Gantt charts to track critical tasks, delays or potential "break" points. The software also has the capability to produce PERT charts that provide illustrative layouts of the tasks. Critical paths are automatically identified in red and change as data is inputted. The data base was used until the 20 Dec 1995.

ANNEX 1

CRITICAL TASK SUMMARY CHARTS



AS OF 24 NOV 95
1730

NATO Enabling Forces

DCSLOG

- Establish Customs Procedure
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Order/load trains

DCSRM

- Fund 21st TAACOM \$16M for trains
- Fund V Corps \$20.9M to initiate LOGCAP

DCSIM

- Validate Family Support Group
- ID/Validate Location for Commo Van Sites
- Order Commercial Phone Lines
- Request Appropriate Frequency Clearances

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSPER

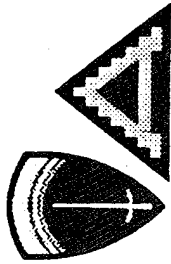
- Initiate cross-level
- Issue contingency APOs
- Activate FAC
- Deploy PAS/CAS teams

DCSINT

- Contract linguists
- Deploy Mini Dis with ARRC forward
- Force protection to 3rd COSCOM

CSURG

- POM Forces
- Ensure 15 DOS of Class VIII
- Cold weather injury prevention trng
- Prepare for CONCUS medical backfill



AS OF 24 NOV 95
1730

USAREUR NSE Forces

DCSLOG

- Establish Customs Procedure
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Order/load trains

DCSRM

- Fund 21st TAACOM \$9.9M for OCIE
- Fund 21st TAACOM \$10M for trains
- Fund V Corps \$17.5M for LOGCAP

ODCSIM

- Establish Comms to NATO
- Receive Combat Camera Support
- Validate Locations from Comm Van Sites

CSURG

- POM Forces

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSENG

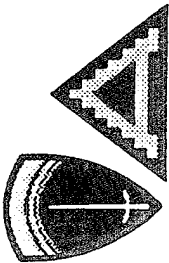
- Determine Real Estate requirements
- Identify force flow and impact on beddown
- Recon RE facilities in Hungary
- Real Estate contracting for Hungary

DCSINT

- Linguists package Hungarian
- Finalize funding with Contract Cmd Europe
- Coordinate additional Intel asset

OPM

- Coordinate w/ ASG/BSB for Polizei support
- Refine force protection initiatives by ASG
- Assess LOGSEC procedures in APOD/SPOD



AS OF 24 NOV 95
1730

LOC Opening Forces

DCSLOG

- Establish Customs procedure
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn- in POV
- Order/load trains

DCSRM

- Fund 21st TAACOM \$5M for trains

DCSENG

- Real Estate contracting for Croatia, B-H
- Contracting for engineer services
- Transport UN Conexes to implementation area
- Location, availability, positioning of RB, MGB, BB

DCSOPS

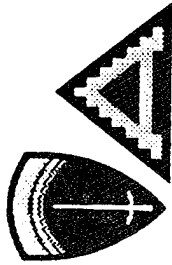
- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSINT

- Contract linguists support: Hungarian, Serbo-Croatian
- Deploy Mini Dis and Force Protection to 21st TAACOM
- Force protection to 3rd COSCOM

CSURG

- POM Forces



AS OF 24 NOV 95
1730

Strike Forces

DCSLOG

- Establish Customs Procedures
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV

C₈

DCSRM

- Fund 21st TAACOM \$5M for trains
- Fund 98th ASG \$0.1M for POV
- Fund 98th ASG \$0.5M for HHG

DCSENG

- Real Estate contracting for Croatia, B-H
- Contracting for engineer services

DCSOPS

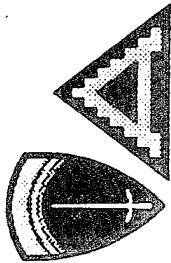
- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSINT

- Linguists support: Hungarian, Serbo-Croatian
- Identify Mini Dis, Force Protection, & LLVI

CSURG

- POM Forces
- Ensure 15 DOS of Class VIII
- Provide cold weather injury prevention guidance
- Prepare for CONUS medical backfill



AS OF 24 NOV 95
1730

Initial Entry Forces

DCSLOG

- Establish Customs Procedures
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Upload rail

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSINT

- Linguists support: Hungarian, Serbo-Croatian
- Identify Mini Dis, Force Protection, & LLVI

DCSRM

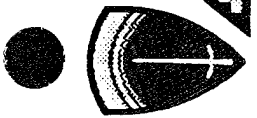
- Fund 21st TAACOM \$2.5M for trains
- Fund 53rd ASG \$0.1M for POV
- Fund 53rd ASG \$0.5M for HHG

CSURG

- POM Forces
- Ensure 15 DOS of Class VIII
- Provide cold weather injury prevention guidance
- Prepare for CONUS medical backfill

DCSENG

- Real Estate contracting for B-H
- Contracting for engineer services
- Determine location, availability, & positioning of MGB & BB



AS OF 24 NOV 95
1730

TF Eagle (-)

CSURG

- POM Forces
- Ensure 15 DOS of Class VIII
- Provide cold weather injury prevention guidance
- Prepare for CONUS medical backfill

DCSRM

- Get add'l funding from DA (CRA runs out)
- Fund 21st TAACOM \$41.5M for trains
- Fund 53/104th ASG \$0.3M for POV
- Fund 53/104th ASG \$0.5M for HHG

DCSRC

- Begin Home Station Activities
- Secure POV and HHG

OPM

- Finalize C2 concept for backfill units
- Refine backfill training, reception, & integration plan
- Support ASG/BSB efforts to coordinate Polizei support
- Finalize equipment rqmts for backfill units

DCSOPS

- Complete TPFDD to Level 4
- Complete campaign plan
- Request PSRC

DCSENG

- Real Estate contracting for B-H
- Contracting for engineer services
- Determine location & condition of MGB & BB
- Contracting for mine clearance & prioritization

DCSLOG

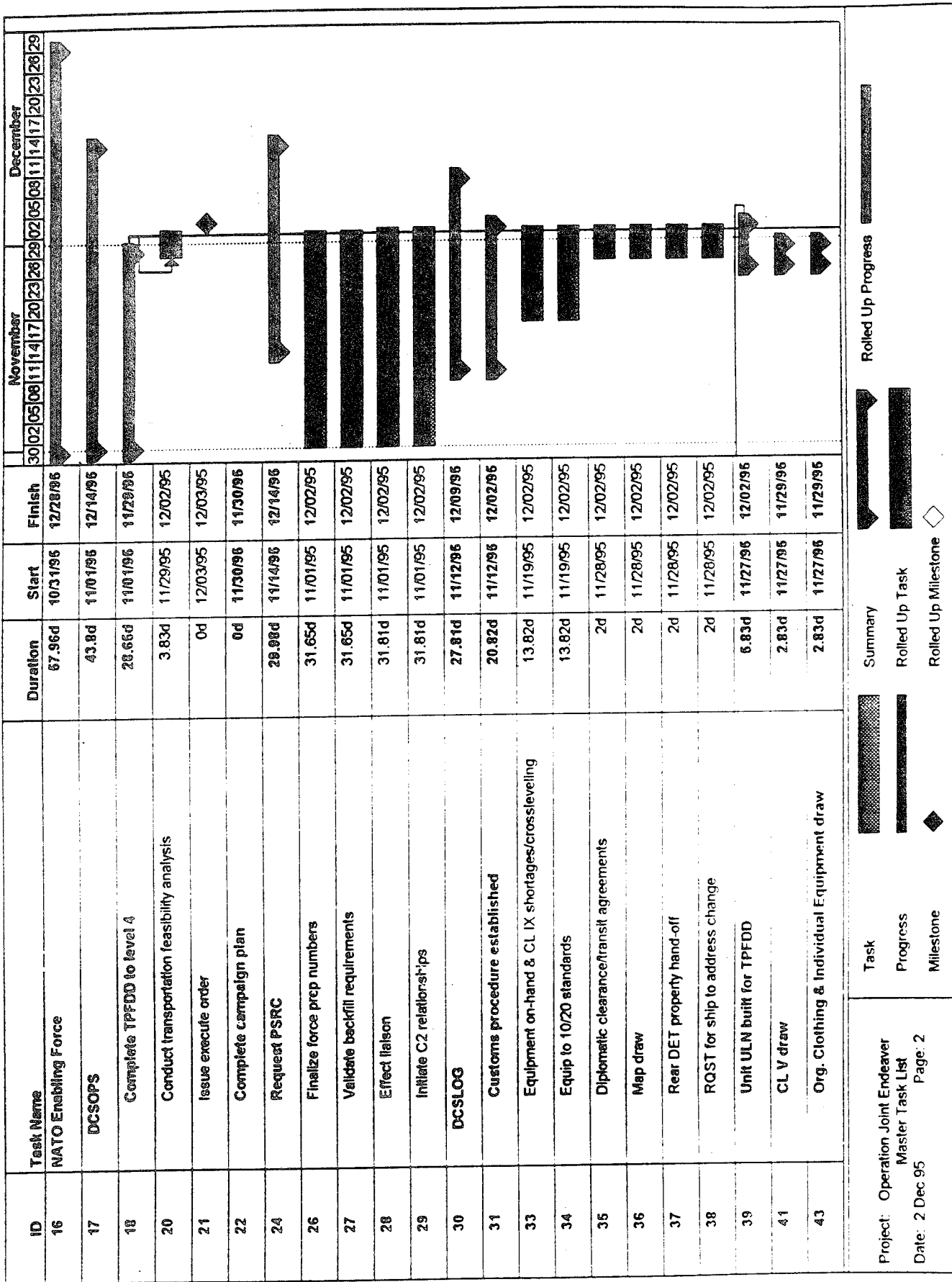
- Establish Customs Procedures
- Build Unit ULN for TPFDD
- Draw CL V
- Pack and ship HHG
- Draw OCIE
- Turn-in POV
- Upload rail

DCSINT

- Deploy add'l Intel assets
- Establish US national Intel links
- Establish NATO Intel links
- Receive augmentation/backfill (Reserve, Active)
- Establish Intel links with subordinate MNBs

ANNEX 2

MASTER TASK LIST



ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
45	POV turn-in	2.83d	11/27/95	11/29/95																								
47	CL I draw (rations)	1.83d	11/26/95	11/27/95																								
49	Unit completes AUEls load plans/orders, & spots trans	4.83d	11/28/95	12/02/95																								
50	HNG packing and shipping	2.83d	11/27/95	11/29/95																								
52	Load trains	1.83d	12/02/95	12/03/95																								
54	Initiate LOGCAP-JSB ready for NSE arrival 1st 3K	4.67d	12/06/95	12/09/95																								
56	DCSENGR	0.83d	12/02/95	12/02/95																								
57	Plan/control B-H map reprint	0.83d	12/02/95	12/02/95																								
58	DCSPER	17.32d	11/23/95	12/10/95																								
59	Initiate cross-leveling	4.67d	12/06/95	12/10/95																								
61	Issue contingency APOs	7.33d	11/23/95	11/30/95																								
62	Issue contingency APOs	7.33d	11/23/95	11/30/95																								
63	Filler MSG to DA	0.33d	11/23/95	11/23/95																								
64	Rail head risk assessments	11.83d	11/24/95	12/05/95																								
65	Activate FAC (ongoing task)	4.33d	12/06/95	12/10/95																								
67	Deploy PAS/CAS teams (ongoing task)	4d	12/06/95	12/10/95																								
69	Implement Involuntary Foreign Service Tour Extensions (F	0.33d	11/27/95	11/27/95																								
70	DCSRM	13.82d	11/27/95	12/10/95																								
71	Fund 21st TAACOM \$16 Million for trains	0.33d	11/27/95	11/27/95																								
73	Fund V Corps \$20.9 Million to Initiate LOGCAP	0.33d	11/27/95	11/27/95																								
75	Fund DCSINT for linguist contract	0.83d	12/10/95	12/10/95																								
76	Fund USAREUR FWD for commercial phone requirement	0.83d	11/27/95	11/27/95																								

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Task
Progress
Milestone

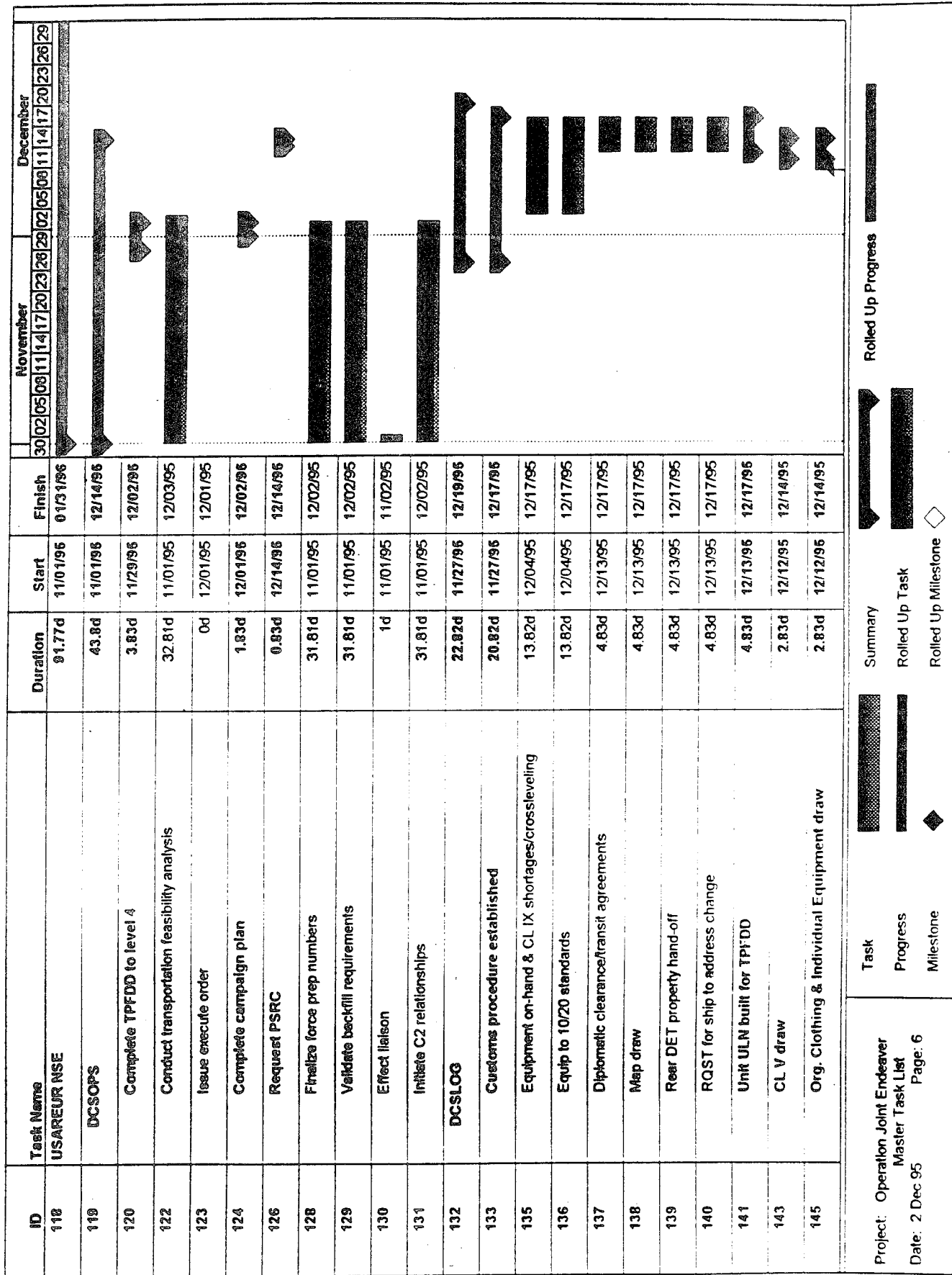
Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Task Name		November		December	
ID	Task Name	Duration	Start	Finish	
77	Fund V CORPS requirement for ASL upgrade	0.83d	11/27/95	11/27/95	30 02 05 08 11 14 17 20 23 26 29 02 05 08 11 14 17 20 23 26 29
78	DCSINT	32.81d	11/01/96	12/03/96	
79	Linguists package: finalize funding with Contract Co	0.33d	11/27/96	11/27/96	
80	Linguists package: finalize funding with Contract Co	0.33d	11/27/95	11/27/95	
81	Deploy Mini Disc with ARRC Forward	0.33d	12/03/96	12/03/96	
82	Deploy Mini Disc with ARRC Forward	0.33d	12/03/95	12/03/95	
83	GSM DEP ORD	0.83d	11/01/95	11/01/95	
84	ID GSM operators for training	0.83d	11/01/96	11/01/96	
85	Start training	0.83d	11/01/95	11/01/95	
86	Deploy to spt organizations	0.83d	11/01/95	11/01/95	
87	DCSIM	67.96d	10/31/96	12/28/96	
88	Validate Family Support Group	31.81d	10/31/96	12/02/96	
89	Validate SRP	10.83d	11/18/95	11/28/95	
90	Activate family spt net, mission briefs to families	31.81d	10/31/95	12/02/95	
91	ID/Validate locations for communications van sites	4.67d	12/04/96	12/08/96	
93	Order commercial phone lines	22.82d	12/06/96	12/27/96	
94	Receive contracting authority and funds	3.63d	12/05/95	12/08/95	
95	Order commercial phone lines	22.82d	12/05/95	12/27/95	
96	Request all appropriate frequency clearances	4.83d	11/26/96	11/30/96	
98	ID/Validate telephone request	23.82d	11/15/95	12/08/95	
99	ID commercial power drops	17.82d	12/11/95	12/28/95	
100	ID/Lease commercial power	17.82d	12/11/95	12/28/95	
Project: Operation Joint Endeavor Master Task List Date: 2 Dec 95		Summary	Rolled Up Task	Rolled Up Progress	
		Task	Progress	Milestone	



ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
147	POV turn-in	2.83d	12/12/95	12/14/95																								
149	CL I draw (rations)	1.83d	12/12/95	12/13/95																								
151	Ensure Blocking, Bracing & Tie Down ID'd is on-hand	2.83d	12/12/95	12/14/95																								
152	Unit completes AUEs load plans/orders, & spots trans	5.83d	12/12/95	12/17/95																								
153	HHG packing and shipping	2.83d	12/12/95	12/14/95																								
155	Rail upload	2.83d	12/17/95	12/19/95																								
157	DCSENGR	91.77d	11/01/95	01/31/96																								
158	Recon RE facilities in Hungary	30d	11/17/95	12/17/95																								
160	Determine Real Estate requirements for NSE forces	60.79d	11/01/95	12/31/95																								
162	Identify force flow and impact on bed-down	37.81d	11/01/95	12/08/95																								
164	Real Estate contracting for Hungary	23.82d	11/24/95	12/17/95																								
166	ISB camp construction contracts supervision	17.82d	12/17/95	01/03/96																								
167	Contracting for engineer services	66.79d	11/01/95	01/31/96																								
168	Order test tents and contract	1.83d	11/26/95	11/27/95																								
169	Order first group of duration std shelters	60.79d	11/01/95	12/31/95																								
170	Order remaining tents	16.82d	11/01/95	12/17/95																								
171	LOGCAP construction validation	17.82d	12/17/95	01/03/96																								
172	Location/condition of RB, MGB, BB	52.8d	11/01/95	12/23/95																								
173	Development items fielding	26.82d	11/27/95	12/23/95																								
174	Class IV prioritization	46.8d	11/01/95	12/17/95																								
175	DCSPER	37.81d	11/01/95	12/08/95																								
176	Initiate cross-level	0d	12/04/95	12/04/95																								

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
177	Activate FAC	5.33d	11/29/95	12/04/95																								
178	Deploy PAS/CAS Teams	37.81d	11/01/95	12/08/95																								
179	Implement Involuntary Foreign Service Tour Extensions (F	4.33d	11/30/95	12/04/95																								
180	DCSRM	13.32d	11/27/95	12/10/95																								
181	Fund 26th ASG \$0.1 Million for POV	0.33d	11/27/95	11/27/95																								
182	Fund 26th ASG \$1 Million for HHG	0.33d	11/27/95	11/27/95																								
183	Fund 21st TAACOM \$9.9 Million for OCIE	0.33d	11/27/95	11/27/95																								
185	Fund 21st TAACOM \$10 Million for trains	0.83d	12/02/95	12/02/95																								
187	Fund real estate contracts as required	0.83d	12/10/95	12/10/95																								
188	Fund 21 TAACOM for Fest tent and shelter procurement	0.83d	12/10/95	12/10/95																								
189	DCSINT	66.47d	11/01/95	12/27/95																								
190	Finalize funding with Contract Command Europe	30.81d	11/01/95	12/10/95																								
192	Linguists package Hungarian	4.67d	12/14/95	12/18/95																								
194	Deploy Intel with USAREUR Forward Intel Staff, DISE, Fo	4.67d	12/14/95	12/18/95																								
195	Coordinate additional Intel asset (IREMBASS,MSTAR	7.33d	12/11/95	12/18/95																								
197	Establish Intel connectivity to USAREUR Forward, V Corp	0.83d	12/18/95	12/19/95																								
198	coordinate w DCSIM for comms rqmt	0.83d	11/01/95	11/01/95																								
199	Activate USAREUR Sanctuary Spl Ctr	4d	12/18/95	12/22/95																								
200	Establishment of Intel Forward Operating Base in Tazer	4.67d	12/19/95	12/24/95																								
201	Enhanced SIGINT on-line	0.83d	12/22/95	12/23/95																								
202	HN Force protection	4.67d	12/22/95	12/27/95																								
203	Warrior System Fielding/Training	5d	11/01/95	11/30/95																								

Project: Operation Joint Endeavor

Master Task List

Date: 2 Dec 95

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Task
Progress
Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November											
					30	02	05	08	11	14	17	20	23	26	29	December
204	DCSIM	89.77d	11/03/96	01/31/96												
205	Deploy additional Comms support (CONUS)	30.81d	12/06/95	01/05/96												
206	TPFDD	30.81d	12/06/95	01/05/96												
207	Establish Comms to NATO	73.78d	11/03/95	01/15/96												
209	Receive Combat Camera Support	77.78d	11/15/95	01/31/96												
211	Validate locations for Communication Van Sites	38.81d	11/03/95	12/11/95												
213	Validate commercial phone lines	38.81d	11/03/95	12/11/95												
214	Validate frequencies	5.83d	11/25/95	11/30/95												
215	ARGCOM (330 RTOC, 317 RTOC, 221 PAO)	46.3d	11/27/95	01/11/96												
216	Activate unit for annual training (AT)	21.32d	11/27/95	12/18/95												
217	Home station activities (HSA)	20.98d	11/27/95	12/18/95												
221	CINC mandated training and validation	5.16d	11/30/95	12/22/95												
222	PSRC (Presidential Selective Reserve Call-up)	25.82d	12/02/95	12/27/95												
224	Alert Order cut	1d	12/27/95	12/28/95												
225	Mobilization Order cut	0d	01/08/96	01/08/96												
226	Secure POV and personal belongings	1d	01/08/96	01/09/96												
227	Deploy	2d	01/09/96	01/11/96												
228	CSURG	14.82d	12/01/95	12/16/95												
229	Support PDP requirements	9.83d	12/01/95	12/10/95												
230	Ensure immunizations and DNA kits are available	9.83d	12/01/95	12/10/95												
231	Ensure medical support at PDPs	0.83d	12/01/95	12/01/95												
232	Monitor medical threat analysis	9.83d	12/01/95	12/10/95												

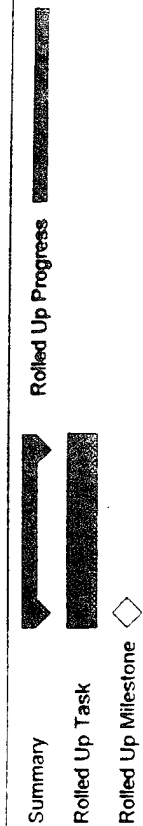
Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Task
Progress
Milestone

Summary
Rolled Up Task
Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	01	04	07	10	13	16	19	22	25	28	31		
233	Gather medical intel	0.83d	12/01/95	12/01/95																								
234	Publish updates	9.83d	12/01/95	12/10/95																								
235	Support CL VIII requirements	9.83d	12/01/95	12/10/95																								
236	Ensure units are C1 for medical equipment	9.83d	12/01/95	12/10/95																								
237	Support FAC (stress control)	0.83d	12/01/95	12/01/95																								
238	Coordinate with DCSPER	0.83d	12/01/95	12/01/95																								
239	Ensure personnel availability	0.83d	12/01/95	12/01/95																								
240	EHSSA validate backfill requirement	14.82d	12/01/95	12/15/95																								
241	Ensure units are C1 for medical personnel	0.83d	12/01/95	12/01/95																								
242	ID filler requirement	9.83d	12/01/95	12/10/95																								
243	Coordinate with USAMEDCOM for replacements	0.83d	12/15/95	12/15/95																								
244	OPM	1d	11/01/95	11/02/95																								



Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95
Page: 10

ID	Task Name	Duration	Start	Finish	November														December						
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29
246	LOC Opening	91.77d	11/01/96	01/31/96																					
247	DCSOPS	43.8d	11/01/96	12/14/96																					
248	Complete TPFDD to level 4	3.83d	11/29/96	12/02/96																					
260	Conduct transportation feasibility analysis	32.81d	11/01/95	12/03/95																					
261	Issue execute order	0d	12/01/95	12/01/95																					
262	Complete campaign plan	1.83d	12/01/96	12/02/96																					
264	Request PSRC	0.83d	12/14/96	12/14/96																					
266	Approve release of items from all required ops projects	33.81d	11/01/95	12/04/95																					
267	Finalize force prep numbers	31.81d	11/01/95	12/02/95																					
268	Validate backfill requirements	33.81d	11/01/95	12/04/95																					
269	Effect liaison	1d	11/01/95	11/02/95																					
260	Initiate C2 relationships	31.81d	11/01/95	12/02/95																					
261	DCSLOG	26.82d	12/05/95	12/31/95																					
262	Customs procedure established	20.82d	12/05/95	12/25/95																					
264	Equipment on-hand & CL IX shortages/crossleveling	13.82d	12/12/95	12/25/95																					
265	Equip to 10/20 standards	13.82d	12/12/95	12/25/95																					
266	Diplomatic clearance/transit agreements	4.83d	12/21/95	12/25/95																					
267	Rear DET property hand-off	4.83d	12/21/95	12/25/95																					
268	Unit ULN built for TPFDD	4.83d	12/21/95	12/25/95																					
269	RQST for ship to address change	4.83d	12/21/95	12/25/95																					
270	Map draw	4.83d	12/21/95	12/25/95																					
271	CL V draw	2.83d	12/22/95	12/24/95																					

Project: Operation Joint Endeavor

Master Task List

Date: 2 Dec 95

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
273	Org. Clothing & Individual Equipment draw	2.83d	12/22/96	12/24/96																								
276	POV turn-in	2.83d	12/22/96	12/24/96																								
277	CL I draw (rationes)	1.83d	12/22/96	12/23/96																								
279	Ensure Blocking, Breching & Tie Down ID'd is on-hand	2.83d	12/22/95	12/24/95																								
280	Unit completes AUE's load plans/orders, & spots tra	8.83d	12/22/96	12/30/96																								
282	HHG packing and shipping	2.83d	12/22/96	12/24/96																								
284	Order/flood trains	8.83d	12/26/96	12/31/96																								
286	DCSENGR	91.77d	11/01/96	01/31/98																								
287	Real Estate contracting Croatia, B-H	28.82d	12/06/96	12/31/96																								
289	Camp development contract supervision	4.83d	12/27/95	12/31/95																								
290	Contracting for engineer services	63.8d	11/23/96	01/16/98																								
296	LOGCAP construction validation	4.83d	12/27/95	12/31/95																								
296	Development items fielding	46.8d	11/01/95	12/17/95																								
297	Location, availability, positioning of RB, MGB, BB	52.8d	11/01/96	12/23/96																								
299	Contract for mine clearance	46.8d	12/16/95	01/31/96																								
300	Plan/control MC & G special products	46.8d	12/18/95	01/31/96																								
301	monitor/increase map stock levels	91.77d	11/01/95	01/31/98																								
302	DCSRM	13.82d	11/27/96	12/10/96																								
303	Fund 104th ASG \$0.1 Million for POV	0.83d	11/27/95	11/27/95																								
304	Fund 104th ASG \$0.5 Million for HHG	0.83d	11/27/95	11/27/95																								
306	Fund 21st TAACOM \$6 Million for trains	0.33d	12/10/96	12/10/96																								
307	Fund V CORPS for real estate and base camp developme	0.83d	12/10/95	12/10/95																								

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Task
Progress
Milestone

Summary
Rolled Up Task
Rolled Up Milestone

Rolled Up Progress

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November												December						
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23
332	Support FAC	10.33d	11/01/95	11/11/95																			
333	Coordinate with DCSPER	10.33d	11/01/95	11/11/95																			
334	Ensure personnel availability	10.33d	11/01/95	11/11/95																			
335	OPM	1d	11/01/95	11/02/95																			
336	MP Functions a Unit responsibility	1d	11/01/95	11/02/95																			

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95 Page: 14

ID	Task Name	Duration	Start	Finish	November														December						
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29
337	Strike Force	91.77d	11/01/96	01/31/96																					
338	DCSOPS	43.8d	11/01/96	12/14/96																					
339	Complete TPFDD to level 4	3.83d	11/29/96	12/02/96																					
341	Conduct transportation feasibility analysis	32.81d	11/01/95	12/03/95																					
342	Issue execute order	0d	12/01/95	12/01/95																					
343	Complete campaign plan	1.83d	12/01/95	12/02/95																					
345	Request PSRC	0.83d	12/14/96	12/14/96																					
347	Approve release of items from all required ops projects	35.81d	11/01/95	12/06/95																					
348	Finalize force prep numbers	31.81d	11/01/95	12/02/95																					
349	Validate backfill requirements	31.81d	11/01/95	12/02/95																					
350	Effect liaison	1d	11/01/95	11/02/95																					
351	Initiate C2 relationships	31.81d	11/01/95	12/02/95																					
352	DCSLOG	23.82d	12/09/96	01/01/96																					
353	Customs procedure established	21.82d	12/09/96	12/30/96																					
356	Equipment on-hand & CL IX shortages/crossleveling	14.82d	12/16/95	12/30/95																					
356	Equip to 1020 standards	14.82d	12/16/95	12/30/95																					
357	Diplomatic clearance/transit agreements	5.83d	12/25/95	12/30/95																					
358	Rear DET property hand-off	5.83d	12/25/95	12/30/95																					
359	Unit ULN built for TPFDD	6.83d	12/25/96	12/30/96																					
361	RQST for ship to address change	5.83d	12/25/95	12/30/95																					
362	Map draw	5.83d	12/25/95	12/30/95																					
363	CL V draw	3.83d	12/24/96	12/27/96																					

Project: Operation Joint Endeavor

Master Task List

Date: 2 Dec 95

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID		Task Name	Duration	Start	Finish	November												December											
365		Org. Clothing & Individual Equipment draw	2.83d	12/26/95	12/27/95	30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
367		POV turn-in	2.93d	12/26/95	12/27/95																								
369		CL 1 draw (rations)	1.83d	12/26/95	12/26/95																								
371		Ensure Blocking, Bracing & Tie Down ID'd is on-hand	3.83d	12/24/95	12/27/95																								
372		Unit completes AUE's load plans/orders, & spots trans	5.83d	12/25/95	12/30/95																								
373		HHG packing and shipping	3.83d	12/24/95	12/27/95																								
375		Order/load trains	2.83d	12/30/95	01/01/96																								
377		DCSENGR	91.77d	11/01/95	01/31/96																								
378		Counterline equipment fielding	16.82d	12/15/95	12/31/95																								
379		Camp development contract supervision	14.82d	12/08/95	12/20/95																								
380		Contracting for engineer services	46.9d	12/16/95	01/31/96																								
382		LOGCAP construction validation	14.82d	12/06/95	12/20/95																								
383		Development items fielding	26.82d	11/27/95	12/23/95																								
384		Monitor/increase map stock levels	91.77d	11/01/95	01/31/96																								
385		DCSRM	18.82d	11/27/95	12/16/95																								
386		Obtain additional funding from HQDA under new CR	0.83d	12/16/95	12/16/95																								
388		Fund 98th ASG \$0.1 Million for POV	0.83d	11/27/95	11/27/95																								
389		Fund 98th ASG \$0.5 Million for HHG	0.83d	11/27/95	11/27/95																								
390		Fund 21st TAACOM \$5 Million for trains	0.33d	12/16/95	12/16/95																								
392		Fund V CORPS requirements for real estate	0.83d	12/15/95	12/15/95																								
393		DCSINT	31.81d	11/01/95	12/02/95																								
394		Linguists support (Serbo-Croatian)	31.81d	11/01/95	12/02/95																								

Project: Operation Joint Endeavor Master Task List Date: 2 Dec 95	Summary	Task	Progress	Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Task

Progress

Milestone

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Page: 16

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
396	Coordinate additional Intel asset (IREMBASS, MSTARs, T	0.33d	11/24/95	11/24/95																								
397	Appropriate Intel unit to Strike Force Identified: Mini	1d	11/28/95	11/29/95																								
399	Establish Intel connectivity with ARRC Forward and USA	0.83d	11/01/95	11/01/95																								
400	Coord w DCSIM for comms rqrmts	0.83d	11/01/95	11/01/95																								
401	CSURG	10.33d	11/01/95	11/11/95																								
402	Support PDP requirements	10.33d	11/01/95	11/11/95																								
403	Ensure sufficient stocks of immunizations and DNA	10.33d	11/01/95	11/11/95																								
404	Ensure medical support at PDP's	10.33d	11/01/95	11/11/95																								
405	Monitor medical threat analysis	10.33d	11/01/95	11/11/95																								
406	Gather medical Intel	10.33d	11/01/95	11/11/95																								
407	Publish updates	10.33d	11/01/95	11/11/95																								
408	Support CL VIII requirements	10.33d	11/01/95	11/11/95																								
409	Ensure units are C1 for medical equipment	10.33d	11/01/95	11/11/95																								
410	Support FAC	10.33d	11/01/95	11/11/95																								
411	Coordinate with DCSPER	10.33d	11/01/95	11/11/95																								
412	Ensure personnel availability	10.33d	11/01/95	11/11/95																								
413	OPM	1d	11/01/95	11/02/95																								
414	MP Functions a Unit responsibility	1d	11/01/95	11/02/95																								

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Page: 17

Task
Progress
Milestone

Summary
Rolled Up Task
Rolled Up Milestone

Rolled Up Progress

ID		Task Name	Duration	Start	Finish	November																								December											
416		Initial Entry	91.77d	11/01/96	01/31/96																									30 02 05 08 11 14 17 20 23 26 29 02 05 08 11 14 17 20 23 26 29											
416		DCSOPS	43.8d	11/01/96	12/14/96																																				
417		Complete TPFDD to level 4	3.83d	11/29/96	12/02/96																																				
419		Conduct transportation feasibility analysis	32.81d	11/01/95	12/03/95																																				
420		Issue execute order	0d	12/01/95	12/01/95																																				
421		Complete campaign plan	1.83d	12/01/96	12/02/96																																				
423		Request PSRC	0.83d	12/14/96	12/14/96																																				
426		Approve release of items from all required ops projects	33.81d	11/01/95	12/04/95																																				
426		Finalize force prep numbers	31.81d	11/01/95	12/02/95																																				
427		Validate backfill requirements	31.81d	11/01/95	12/02/95																																				
428		Effect liaison	1d	11/01/95	11/02/95																																				
429		Initiate C2 relationships	31.81d	11/01/95	12/02/95																																				
430		DCSLOG	21.82d	12/10/96	12/31/96																																				
431		Customs procedure established	21.82d	12/10/96	12/31/96																																				
433		Equipment on-hand & CL IX shortages/crossleveling	14.82d	12/17/95	12/31/95																																				
434		Equip to 10/20 standards	14.82d	12/17/95	12/31/95																																				
436		Diplomatic clearance/transit agreements	5.83d	12/26/95	12/31/95																																				
436		Rear DET property hand-off	5.83d	12/26/95	12/31/95																																				
437		Unit ULN built for TPFDD	6.93d	12/26/96	12/31/96																																				
439		RQST for ship to address change	5.83d	12/26/95	12/31/95																																				
440		Map draw	5.83d	12/26/95	12/31/95																																				
441		CL V draw	3.83d	12/26/96	12/28/96																																				

Project: Operation Joint Endeavor

Master Task List

Date: 2 Dec 95

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Task Summary
 Progress Rolled Up Task
 Milestone Rolled Up Milestone

Task Summary
 Progress Rolled Up Task
 Milestone Rolled Up Milestone

Project: Operation Joint Endeavor
 Master Task List
 Date: 2 Dec 95 Page: 18

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
443	Ensure Blocking, Bracing & Tie Down ID'd is on-hand	3.83d	12/25/95	12/28/95																								
444	Org. Clothing & Individual Equipment draw	3.83d	12/26/95	12/28/95																								
446	POV turn-in	3.83d	12/26/95	12/28/95																								
448	Unit completes AUEls load plans/orders, & spots trans	9.83d	12/21/95	12/30/95																								
449	HHG packing and shipping	3.83d	12/26/95	12/28/95																								
451	Order/load trains	0.83d	12/31/95	12/31/95																								
453	CL I draw (raffions)	1.83d	12/26/95	12/27/95																								
455	DCSENGR	91.77d	11/01/95	01/31/96																								
456	Real Estate contracting for B-H	15.82d	12/16/95	12/31/95																								
458	Camp development contract supervision	30.81d	12/16/95	01/15/96																								
459	Contracting for engineer services	15.82d	12/16/95	12/31/95																								
461	LOGCAP construction validation	23.82d	12/23/95	01/15/96																								
462	Development items fielding	19.82d	12/16/95	01/04/96																								
463	Location, availability, positioning of MGB, BB	39.81d	12/23/95	01/31/96																								
465	Monitor/increase map stock levels	91.77d	11/01/95	01/31/96																								
466	DCSRM	26.82d	11/27/95	12/23/95																								
467	Fund 53rd ASG \$0.1 Million for POV	0.83d	11/27/95	11/27/95																								
468	Fund 53rd ASG \$0.5 Million for HHG	0.83d	11/27/95	11/27/95																								
469	Fund 21st TAACOM \$2.5 Million for trains	0.83d	12/23/95	12/23/95																								
471	Fund V CORPS reqmt for real estate and base camp devel	0.83d	12/23/95	12/23/95																								
472	CSURG	15.82d	12/10/95	12/25/95																								
473	Support PDP requirements	0.83d	12/10/95	12/10/95																								

Project: Operation Joint Endeavor

Master Task List

Date: 2 Dec 95

Page: 19

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
474	Ensure sufficient stocks of immunizations and DNA	0.83d	12/10/95	12/10/95																								
476	Ensure medical support at PDPs	0.83d	12/10/95	12/10/95																								
476	Monitor medical threat analysis	0.83d	12/10/96	12/10/96																								
477	Gather medical intel	0.83d	12/10/95	12/10/95																								
478	Publish updates	0.83d	12/10/95	12/10/95																								
479	Support CL VIII requirements	0.83d	12/10/96	12/10/96																								
480	Ensure units are C1 for medical equipment	0.83d	12/10/95	12/10/95																								
481	Support FAC	0.83d	12/10/96	12/10/96																								
482	Coordinate with DCSPER	0.83d	12/10/95	12/10/95																								
483	Ensure personnel availability	0.83d	12/10/95	12/10/95																								
484	EMSSA validate backfill requirement	15.82d	12/10/96	12/25/96																								
485	Ensure units are C1 for medical personnel	0.83d	12/10/95	12/10/95																								
486	ID filler requirement	0.83d	12/10/95	12/10/95																								
487	Coordinate with USAMEDCOM for replacements	0.83d	12/25/95	12/25/95																								
488	OPM	70.96d	11/07/96	01/17/96																								
489	Implement ASG Force Protection Measure	70.96d	11/07/96	01/17/96																								
490	Employ Backfill MP Units	50.98d	11/27/96	01/17/96																								
491	Refine Backfill Reception and Integration Plan	10d	11/27/95	12/07/95																								
492	Finalize C2 concept for backfill units	2d	12/02/95	12/04/95																								
493	Develop Patrol Distribution Plan by community	10d	12/02/95	12/12/95																								
494	Train and Certify backfill for MP duty	15d	01/02/96	01/17/96																								
495	Coordinate & Implement Host Nation Support	42.98d	11/07/96	12/20/96																								

Summary



Task

Progress

Milestone

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

Project: Operation Joint Endeavor

Master Task List

Date: 2 Dec 95

Page: 20

Task Name		Duration	Start	Finish	November												December															
ID	Task Force Eagle				30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29							
614	Task Force Eagle	120.96d	11/01/95	03/01/96																												
616	DCSOPS	43.8d	11/01/95	12/14/95																												
616	Complete TPFDD to level 4	3.83d	11/29/95	12/02/95																												
618	Conduct transportation feasibility analysis	32.81d	11/01/95	12/03/95																												
619	Issue execute order	0d	12/01/95	12/01/95																												
620	Complete campaign plan	1.83d	12/01/95	12/02/95																												
622	Request PSRC	0.83d	12/14/95	12/14/95																												
624	Approve release of items from all required ops projects	0.83d	12/06/95	12/06/95																												
626	Finalize force prep numbers	31.81d	11/01/95	12/02/95																												
626	Validate backfill requirements	31.81d	11/01/95	12/02/95																												
627	Effect liaison	1d	11/01/95	11/02/95																												
628	Initiate C2 relationships	31.81d	11/01/95	12/02/95																												
629	DCSLOG	38.81d	12/10/95	01/17/96																												
630	Customs procedure established	21.82d	12/10/95	12/31/95																												
632	Equipment on-hand & CL IX shortages/crossleveling	14.82d	12/17/95	12/31/95																												
633	Equip to 10/20 standards	14.82d	12/17/95	12/31/95																												
634	Diplomatic clearance/transit agreements	5.83d	12/26/95	12/31/95																												
636	Rear DET property hand-off	5.83d	12/26/95	12/31/95																												
636	Unit ULN built for TPFDD	6.83d	12/26/95	12/31/95																												
638	RQST for ship to address change	5.83d	12/26/95	12/31/95																												
639	Map draw	5.83d	12/26/95	12/31/95																												
640	CL V draw	3.83d	12/26/95	12/28/95																												

Project: Operation Joint Endeavor Master Task List Date: 2 Dec 95	Task	Summary	Rolled Up Progress
	Progress	Rolled Up Task	
	Milestone	Rolled Up Milestone	

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	02	05	08	11	14	17	20	23	26	29			
642	Ensure Blocking, Bracing & Tie Down ID'd is on-hand	3.83d	12/25/95	12/28/95																								
643	Org. Clothing & Individual Equipment draw	3.83d	12/26/96	12/28/96																								
646	POV turn-in	3.83d	12/26/96	12/28/96																								
647	CL I draw (rations)	2.83d	12/26/96	12/27/96																								
649	Unit completes AUEls load plans/orders, & spots trans	4.83d	12/26/95	12/30/95																								
650	HHG packing and shipping	3.83d	12/26/96	12/28/96																								
652	Order/load trains	17.82d	12/31/96	01/17/96																								
654	DCSENGR	91.77d	11/01/95	01/31/96																								
656	Real Estate contracting for B-H	46.8d	12/16/96	01/31/96																								
657	Camp development contract supervision	39.81d	12/23/95	01/31/96																								
658	Contracting for engineer services	46.8d	12/16/96	01/31/96																								
660	LOGCAP construction validation	39.81d	12/23/95	01/31/96																								
661	Location/condition of MGB, BB	39.81d	12/23/96	01/31/96																								
663	Development items fielding	23.82d	12/23/95	01/15/96																								
664	Class IV prioritization for force protection	27.81d	12/08/95	01/04/96																								
666	Troop construction management	30.81d	01/01/96	01/31/96																								
666	Contracting for mine clearance and prioritization	30.81d	01/01/96	01/31/96																								
668	Monitor/increase map stock levels	91.77d	11/01/95	01/31/96																								
669	Zone of separation (ZOS) definition	12.83d	12/23/95	01/04/96																								
670	Mapping, Charting & Geodesy special products	46.8d	12/16/95	01/31/96																								
671	Plan/control B-H map reprint	91.77d	11/01/95	01/31/96																								
672	DCSRM	3.83d	12/20/96	12/23/96																								

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Task
Progress
Milestone

Summary
Rolled Up Task
Rolled Up Milestone

Task
Progress
Milestone

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Task
Progress
Milestone

Summary
Rolled Up Task
Rolled Up Milestone

Task Name		November												December														
ID	Task Name	Duration	Start	Finish																								
673	Fund 21st TAACOM \$41.5 Million for trains	0.83d	12/23/96	12/23/96																								
676	Fund 63/104th ASG \$0.3 Million for POV	0.83d	12/23/96	12/23/96																								
677	Fund 63/104th ASG \$4.5 Million for MHG	0.83d	12/20/96	12/20/96																								
679	Fund V CORPS requirements for real estate, camp develop	0.83d	12/23/95	12/23/95																								
680	DCSINT	92.77d	11/01/96	02/01/98																								
681	ASAS training upgrade	0.83d	11/30/95	11/30/95																								
682	Warrior System fielding	0.83d	11/30/95	11/30/95																								
683	Deploy additional intel assets (IREMBASS, JIMICS, MS	0.83d	12/30/96	12/30/96																								
686	Initial enhanced SIGINT	11.33d	12/19/95	12/30/95																								
688	Determine releasability criteria to IFOR and NATO	3.67d	11/01/95	12/04/95																								
687	Establish U.S. national intel links (USAREUR Sanctua	0.83d	11/01/96	11/01/96																								
689	Establish intel links to NATO (ARRC)	4.33d	12/26/96	12/30/96																								
691	Conduct continuous IPB (ICW, ARRC, USAREUR Fwd)	4.33d	12/26/95	12/30/95																								
692	Receive linguist/translator support (Serbo-Croatian)	4.33d	12/26/95	12/30/95																								
693	Establish Force Protection (C/HUMINT/DHS/SOF)	4.33d	12/26/95	12/30/95																								
694	Receive augmentation/backfill (Reserve, Active)	12.33d	01/20/96	02/01/96																								
696	Establish intel links/procedures with subordinate MN	11.33d	01/21/96	02/01/96																								
698	ARCOM (305, 309 RAOCs)	69.63d	11/27/96	01/26/98																								
699	PSRC (Presidential Selective Reserve Call-up)	26.82d	12/02/96	12/27/96																								
601	Alert Order	26.82d	12/02/95	12/28/95																								
602	Mobilization Order	37.81d	12/02/95	01/08/96																								
603	HSA (Horn Station Activities)	68.63d	11/28/96	01/26/98																								

Project: Operation Joint Endeavor		Summary		Rolled Up Progress	
Master Task List		Rolled Up Task		Rolled Up Milestone	
Date: 2 Dec 95					
Page: 24					

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95

Page: 24

Task
Progress
Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November												December																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
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Project: Operation Joint Endeavor

Master Task List

Date: 2 Dec 95

Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Milestone

Rolled Up Progress

ID	Task Name	Duration	Start	Finish	November												December											
					30	02	05	08	11	14	17	20	23	26	29	01	04	07	10	13	16	19	22	25	28	31		
626	OPM	106.97d	11/15/96	03/01/96																								
627	Central Region force protection	106.97d	11/15/96	03/01/96																								
628	Support Implementation of ASG Force Protection	92d	11/26/96	02/26/96																								
636	Oversee Implementation of Customs Requirements	60d	01/01/96	03/01/96																								
637	Refine and Implement U.S. confinement procedures	15d	02/15/96	03/01/96																								
638	Oversee Implementation of C/D/P/OD policy	60d	01/01/96	03/01/96																								
639	Monitor and assess LOGSEC procedures	16d	12/16/96	12/30/96																								
640	Support Recon of APODs/SPODs	10d	12/15/95	12/25/95																								
641	Identify LOGSEC threats	15d	12/15/95	12/30/95																								
642	Review/evaluate U.S. log security policies & pro	5d	12/15/95	12/20/95																								
643	Develop and conduct training for deploying pers	26.99d	11/16/96	12/11/96																								
644	Coordinate training support requirements	5d	11/15/95	11/20/95																								
645	Ensure deploying personnel are aware of trainin	5d	12/01/95	12/06/95																								
646	Ensure training support packages are avail to de	10d	12/01/95	12/11/95																								
647	Request all appropriate frequency clearances	7.83d	11/26/95	12/03/95																								

Project: Operation Joint Endeavor
Master Task List
Date: 2 Dec 95 Page: 26

Task
Progress
Milestone

Summary
Rolled Up Task
Rolled Up Milestone

Rolled Up Progress

APPENDIX D

CRITICAL ISSUES

CRITICAL ISSUES

1. **SPONSOR:** Director, Crisis Action Team

2. **OBJECTIVE:** To identify critical issues and potential show stoppers of interest to the CINC.

3. **BACKGROUND:** Critical issues requiring CINC action were not being identified in a timely manner. USAREUR CoS tasked ORSA Cell to help the Director, USAREUR Crisis Action Team.

4. **DISCUSSION:**

a. Critical Event: Specified or implied tasks the completion of which are essential to mission accomplishment. Decision points relate to identified critical events.

b. Step 1 was the ORSA Cell working with the USAREUR Staff to identify tasks and events by functional area that needed to be accomplished to deploy forces to Hungary and subsequently to Bosnia-Herzegovina. (See Appendix C, Master Task List, for details.)

c. Step 2 was to identify USAREUR Specified Tasks in the USCINCEUR Alert Order 14 1325 Nov 95 (See Annex 1).

d. Using the Specified Tasks and the USAREUR Task List a Critical Issues List was generated.

5. **RESULTS:**

a. Critical issues were used to identify CINC Decision Points on the Pol-Mil Timeline that was briefed to the CINC daily. (See Appendix A, Pol-Mil Timeline, for further details.)

b. An informal paper describing the Critical Issues and Potential Show stoppers was distributed to the Crisis Action Team on a regular basis to keep all personnel updated on the current status and help focus their efforts. See Annex 2.

c. Received positive feedback from everyone on the effort.

6. **STATUS:** Start date - 21 Nov 95.
Updated as Required.

Specified Tasks (USCINCEUR Alert Order 14 1325 Nov 95)

Operations

1. Establish U.S. presence in U.S. TAOR
2. Incorporate non-U.S. forces
3. Examine concepts for participation of non-NATO forces
4. Maintain ability to deploy additional NATO and non-NATO forces
5. Establish a U.S. National Support Element
6. Designate NSE Commander
7. Establish liaison in the Joint Commission with all members of the previously warring factions
8. Mark boundaries of separation between the warring parties
9. Enforce withdrawal of forces to conform to new boundaries
10. Enforce compliance by all parties to the peace agreement
11. Enforce cease-fire and compliance by all parties with the lines of separation
12. Executive Agent for Detainee Ops and Force Protection Operations
13. Ensure self-defense and freedom of movement of IFOR
14. Observe and prevent interference with any population movements that accompany the withdrawal of forces under the peace plan
15. Facilitate movement of UNHCR and other international organizations for humanitarian missions
16. Host OSCE Observation Groups
17. Provide a supporting OPLAN to USEUCOM
18. Determine availability of forces and establish times
19. Develop a validated and transportation-feasible TPFDD
20. Consider use of Information Warfare and Command and Control Warfare
21. Plan Psychological Operations
22. Develop plans for Civil-Military operations

Logistics

23. Provide national logistics support in the TAOR for deployed U.S. forces, and non-U.S. forces by agreement"
24. Determine requirements for logistics support
25. Inform USEUCOM of all logistic limitations
26. Provide logistic support for deployed U.S. forces
27. Identify requirements for Theater ISBs
28. Establish DACG Ops at APOE Rhein Main AB and APOE Ramstein AB
29. Lead role for common item supplies/services to all U.S. forces in U.S. AOR, and by agreement to non-U.S. forces
30. Coordinate base support plans
31. Provide common user land transportation support for U.S. forces
32. Lead role for U.S. mail responsibilities
33. Assume contracting lead

- 34. Provide logistic/engineering requirements and unit/resource shortfalls and identify those which may be met by contract/HNS
- 35. Develop ISSAs to provide common item supply and service support to U.S. forces
- 36. Be prepared to negotiate reimbursable Bi-lateral Agreements
- 37. Deploy reverse osmosis water purification units or other water purification assets
- 38. **Reception, Staging, Onward Movement and Integration (RSOI)**
- 39. NSE will provide RSOI for U.S. forces and non-U.S. forces, as negotiated
- 40. NSE will provide movement control at designated POE/POD and inland terminals
- 41. If required, establish MCT at SPOD Rijeka
- 42. Establish inland ports and terminals along LOCs to support operations and convoys
- 43. Establish MCTs at APOD Tuzla and, if required, at APODs Belgrade and Zagreb
- 44. NSE will provide terminal operators at inland terminals along LOCs
- 45. Identify Base Operation Support for forces deployed to Tuzla airfield

Engineers

- 46. Provide Engineer C2 to NSE
- 47. Lead role for Engineer CL IV support
- 48. Open/maintain MSRs from Sava River, through Tuzla, into TAOR*
- 49. Establish/maintain ground combat element and NSE assembly/lodgement areas
- 50. Construct protective facilities and obstacles
- 51. Execute Hazardous Material disposal procedures
- 52. Conduct water drilling operations if required

Personnel

- 53. Determine personnel augmentation requirements
- 54. Identify personnel with execution-critical skills and special equipment not expected from in Theater assets
- 55. Identify critical MOS skills not available from in-Theater assets
- 56. Determine possible requirements for Reserve Forces employment/augmentation and need for PSRC
- 57. Identify backfill required to maintain current health service support
- 58. Determine civilian personnel requirements
- 59. Develop plans to support family members who remain in-Theater
- 60. Executive agent for MWR support to all U.S. forces in Central Europe
- 61. Lead role for mortuary affairs
- 62. Lead role for surface, ground, and rotary wing medical evacuation*

Intelligence

- 63. Provide a Commander's risk assessment for each phase of all supporting plans
- 64. Establish U.S. National Intelligence cells as appropriate at principal NATO Headquarters
- 65. Provide operational/tactical intelligence support for deployed U.S. forces (or non-U.S. forces by agreement)
- 66. Develop and coordinate terrorist threat countermeasures

Critical Issues and Potential Show Stoppers

Critical Event: Specified or implied tasks the completion of which are essential to mission accomplishment (Decision points relate to identified critical events).

1. LOGCAP for Zone of Separation: (DCSENGR & DCSLOG)

Delays in delivery of construction material causing problems. Additionally, force flow moved up causing excess troops at Camp Harmon. LTG Abrams wants to reduce number of soldiers to approximately 1000 at Camp Harmon - still overcrowded. (SeaBees built tents for 1100)

Concept of Ops briefed to CINC during 10 Dec 95 BH Update. Combination of Red Horse, SeaBees and LOGCAP.

1 AD, V Corps, DCSLOG, DCSENGR reps finalizing plans for LOGCAP

\$ (DCSRM)

Lease Real estate (DCSENGR)

and Location of Base Camps (Plans for 13)

Contractor plans to follow US Forces and start work when area is secure.

(Terrorists, Gangs, Mines)

Tuzla req 3000 w/ total req of 17,500

2. Central Region Quality of Life

Backfill for Health Services - (CSURG)

First units arrive 9 Jan 96.

Worked as part of Reserve Issues

Health Services Cmd plans extensive use of German system

Some backfill from CONUS.

Backfill for Postal (DCSPER) - *First units arrive 8 Jan 96.*

Backfill for Finance (DCSRM)

Backfill for MPs - (OPM)

Worked as part of Reserve Issues

Central Region Force Protection - Active, Reserve & Guard

Option: Augment with HNS (GE Military willing to help)

3. Multinational Logistics (DCSLOG & 21st TAACOM)

Nordic Bde starting to show up on 6 Jan 96. Schedules for Turks, Russians and Nordics on hand.

Total of 21 trains over next 10-14 days.

4. Bridging across Sava River: (DCSOPS & V Corps)

First bridge in 31 Dec 95. Working on 2nd Bridg with 586 AFB.

V Corps working deployment schedule to put bridge in place. 502d AFB ready.

CINC Decision Brief 30 Nov: Get bridge Co from CONUS. V Corps plan approved.
CINC briefed 4 Dec - Bridge in place 22 Dec

Capacity required (V Corps)

Fixed bridge requirement in Spring

Avail of CONUS Units (DCSOPS) -

CINC Decision 30 Nov to request CONUS units

Ft. Riley MGB Co. & Ft Benning AFB -- On schedule.

Unit Adv Parties in country and inspecting & drawing equipment.

JCS & EUCOM EXORD authorized 3000 for RSOI/bridge in Hungary.

5. MSRs in B-H and Croatia - Currently not a problem.

Engineers surveying all bridges and will develop a plan to improve overall infrastructure.

6. TPFDD (DCSOPS)

USAREUR Movements Board started 12 Dec. It is helping to clean up the TPFDD and prioritize required movements.

Continue to work on developing a feasible transportation plan.

Output is the sequence of units and flow from Central Region to Hungary. Essential to the development of train schedules, air flow requirements and requirements for convoys and buses.

Conference held on 29 Nov 95 - Follow on 2 & 3 Dec 95.

NATO Enabling Force TPFDD finished by USAREUR - EUCOM validated ULNs for movement.
Trains loaded and ready for pull COB 6 Dec.

Finalizing TPFDD for NSE , LOC Opening and TF Eagle (-).

7. Train Schedules: (21st TAACOM)

Currently on track.

Diplomatic/transit agreements completed. 8 Dec first trains departed. Safety assessment completed and approval to upload ammo given.

CINC Decision Brief:

30 Nov: Spot trains for NATO Enabling Forces; do not load.

3 Dec: Load NATO Enabling Force trains

7 Dec: Spot trains for NSE/LOC-3000 man RSOI Force

3000 man RSOI start loading trains 07 1300 Dec

1st TMCA developing Train schedules

8. Presidential Selective Reserve Call Up - 8 Dec (DCSOPS)

USAREUR Reserve Units alerted 9 Dec; Mobilization on 11 Dec

FORSCOM Units Alerted 9 Dec - Possible mobilization date 27 Dec. This potentially results in units and individuals not ready to deploy until mid to late Jan. Sec of Army briefed Pres on impact 6-7 Dec. DCSOPS working with HQDA to resolve.

Identified requirement for units and augmentees. Done.

9. CL V: (DCSLOG) - DCSLOG says everything on track

Movement of uploaded weapon systems approved - Safety assessment complete -
14 railheads okay

Transport/Clearances to move CL V (6 trains to Hungary, B-H, Croatia)

Storage at ISB in Hungary or B-H

Unit provides security for uploaded trains (1/2 ABL), 21st TAACOM MPs provide security for Ammo trains

**10. LOGCAP for ISB - Hungary: (DCSLOG & DCSENGR)
(CINC decision made 24 Nov 95)**

7 Dec: Worked started on fixed facilities by Brown & Root.

Lease Real Estate (DCSENGR) - done 7 Dec

Tents (DCSLOG) - New tents arriving in theater and being shipped to Hungary via commercial truck.

Zupanja Base Camp: (500 permanent and up to 2000 transient) Tentatively scheduled for Navy Seabees to build and then Brown & Root will take over and run.

Choose Contract Mechanism- Done

\$ (DCSRM) - Done

4 Dec - Authorized to initiate contract and start spending money.

11. SOFA/Transit Agreements: (DCSOPS CIG) *No longer an issue.*

SOFA: Bosnia, Croatia negotiated at Dayton, Ohio. Hungary approved 28 Nov 95.

Transit agreements in place for Austria, Czech, and Slovakia on 8 Dec. Procedures being distributed to 21st TAACOM and 1st TMCA. (Expected approval was NLT 1 Dec 95.)

As of 9 Dec:

Hungary: 29 Nov for IFOR 7 Dec for NSE, etc	Czech: 7 Dec	Austria: 8 Dec	FRY: 23 Nov
Slovenia: 2 Dec	Slovakia: 7 Dec	Switzerland:	FRYOM: 4 Dec

12. Communications (DCSIM) - *On track*

NATO Enabling Force on track per BG Nabor.
Commercial lines, Frequencies & Satellite links

13. Budget (DCSRM) *No longer an issue.*

1 Dec - Defense Budget became law --- funds available to support deployment (DCSRM)

14. Contracting Authority: (PARC) *No Longer an issue*

EUCOM RSOI EXORD dtd 062035Z Dec 95 gives authority for actions related to staging bases in Hungary, Croatia and BH.

APPENDIX E

DEPLOYMENT STATUS

Deployment Status

1. **SPONSOR:** Director, Crisis Action Team

2. **OBJECTIVE:** To graphically depict the deployment status over time for each Force Package: NATO Enabling, National Support Element (NSE), Strike, Initial Entry, LOC Opening, and TF Eagle.

3. **BACKGROUND:** The CINC wanted a method to evaluate the deployment of units and their equipment, as well as planned deployment over the next 5 days. The ORSA Cell recommended the use of deployment charts that compared the number of personnel and STONS in the TPFDD (requirement) to the actual and scheduled deployment over time.

4. **DISCUSSION:**

a. **Facts:** Process of tracking units deployed is not automated, relying on many phone calls to various rail heads and air fields to obtain data. Accurate counts, especially for PAX, were hard to obtain, and were quite sparse at the beginning of the deployment.

b. **Assumptions:** Even though both unit name and ULN were recorded at the port of embarkation (POE), when conflicting information was encountered, it was assumed that the recording of the unit name was most accurate. Furthermore, it was assumed that the STONS reflected in the TPFDD were more accurate than the STONS reported at the railheads.

c. **Methodology:** Information concerning actual movements was collected from various sources. Information concerning scheduled movement were obtained and used to project progress through a five day window. Each day, as additional information became available, the actual and projected movement data was updated. See the next section on a more complete discussion of the methodology.

5. **RESULTS:** Deployment charts were included in the daily B-H Update brief to the CINC. Initially, 5 force packages were briefed (NATO Enabling, NSE, LOC, Strike, and Initial Entry), however, when Strike, LOC and Initial Entry forces closed, the numbers used to generate those charts were incorporated into the TF Eagle charts and only NATO Enabling, NSE, and TF Eagle force packages were used in the daily briefing. These force packages were selected because after deployment, U.S. forces are only task organized into these 3 force packages. Early on in the project, the ODCSENGR used the charts to project initial housing requirements. The deployment projections were also used to predict the number of troops deployed at Christmas and on the 15th of January for the briefings to the White House.

6. **STATUS:** Started: 5 Dec 95 Completed: 19 Jan 96

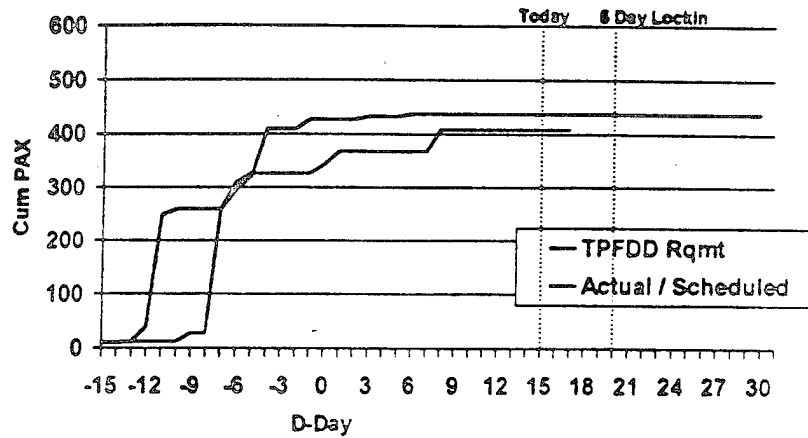
The following pages contain the final versions of the deployment charts. Note that there are different ending dates due to the fact that the forces closed at different times.



DEPLOYMENT STATUS

AS OF 0400Z JAN 91

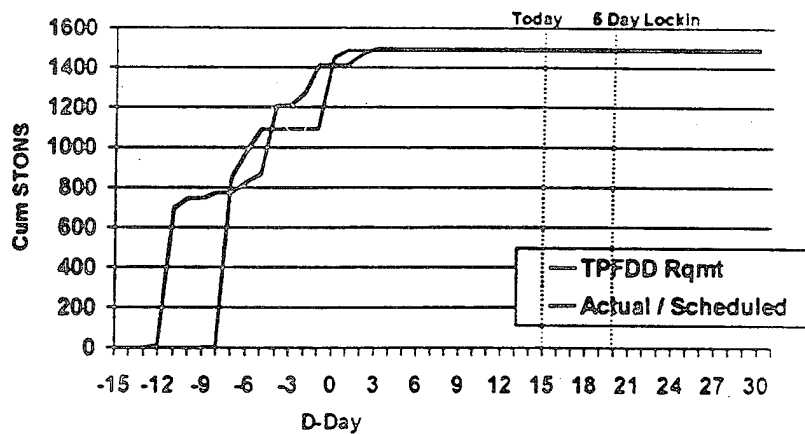
NATO Enabling Force PAX



DEPLOYMENT STATUS

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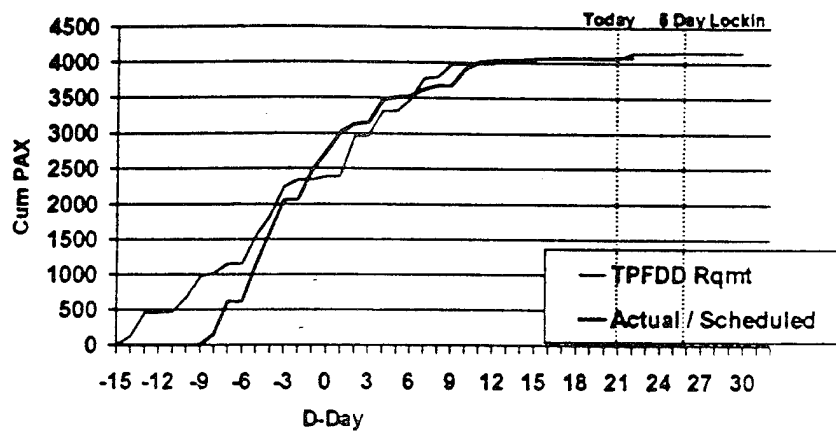
NATO Enabling Force STONS





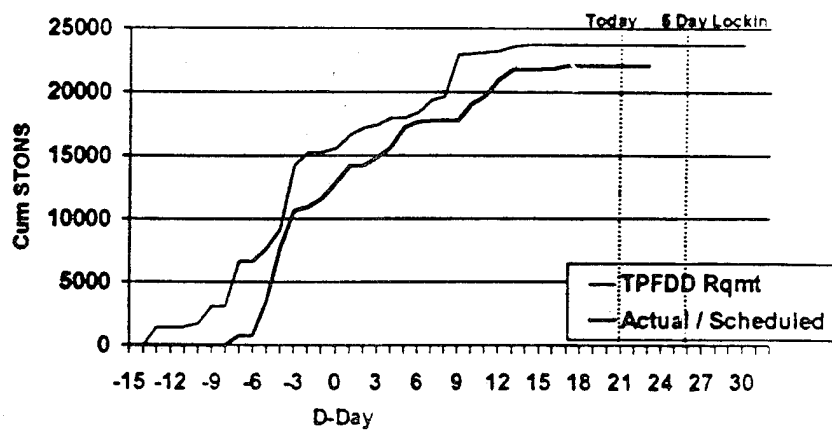
DEPLOYMENT STATUS

NSE Force PAX



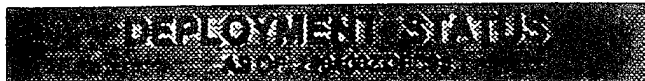
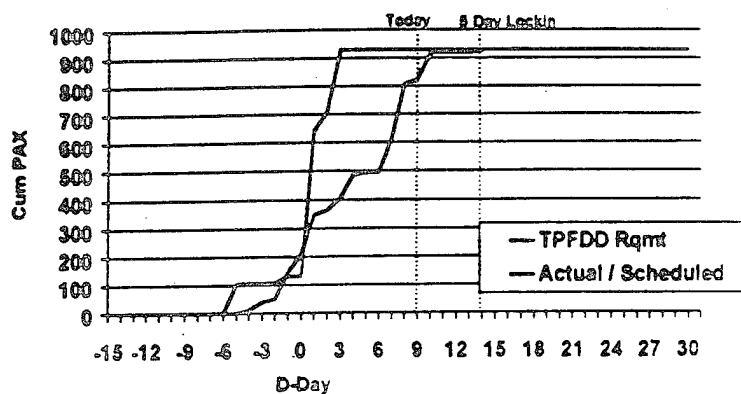
DEPLOYMENT STATUS

NSE Force STONS

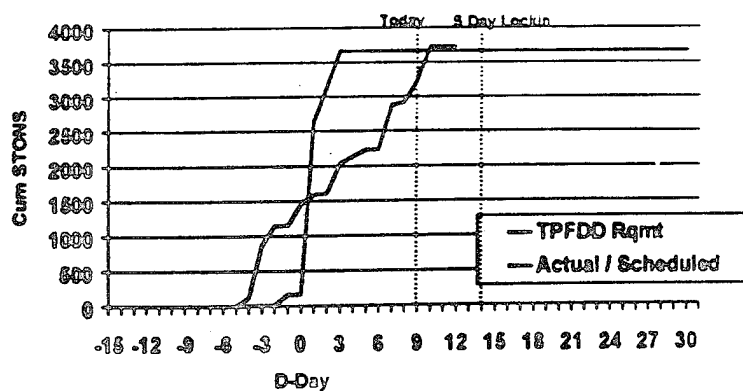




Strike Force PAX



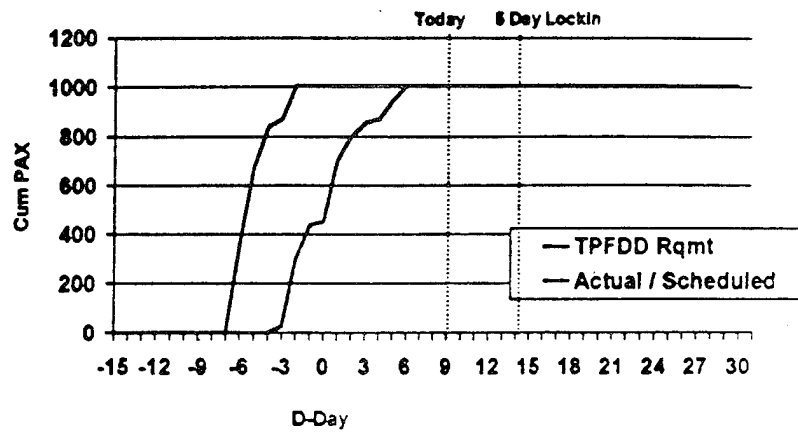
Strike Force STONS





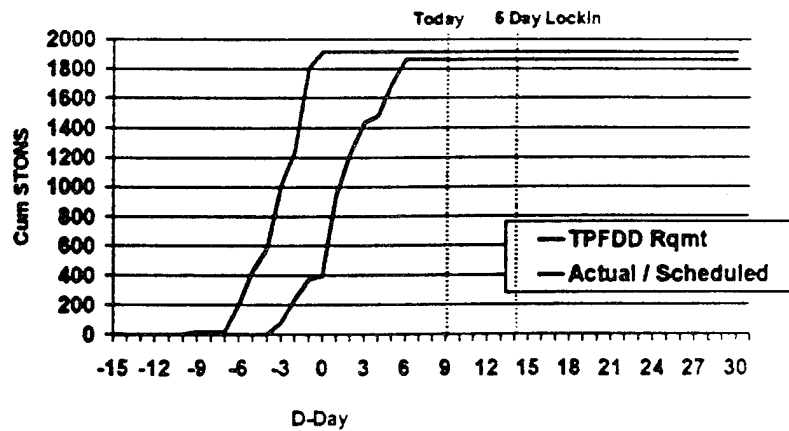
DEPLOYMENT STATUS

Initial Entry Force PAX



DEPLOYMENT STATUS

Initial Entry Force STONS

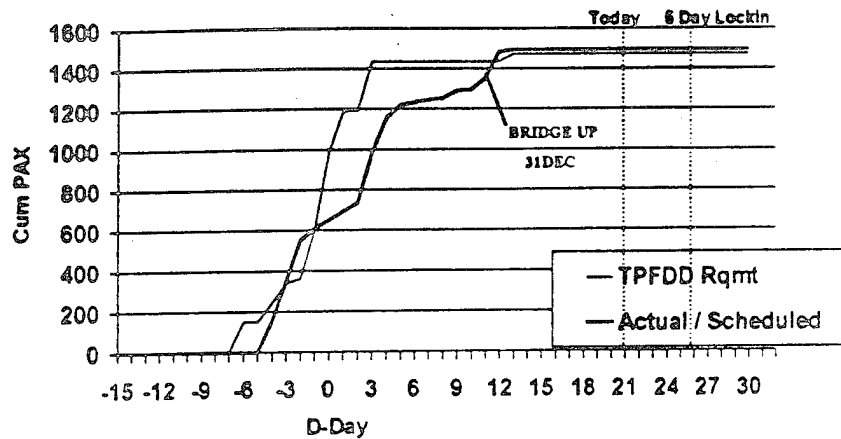




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AS OF 100400Z JAN 86

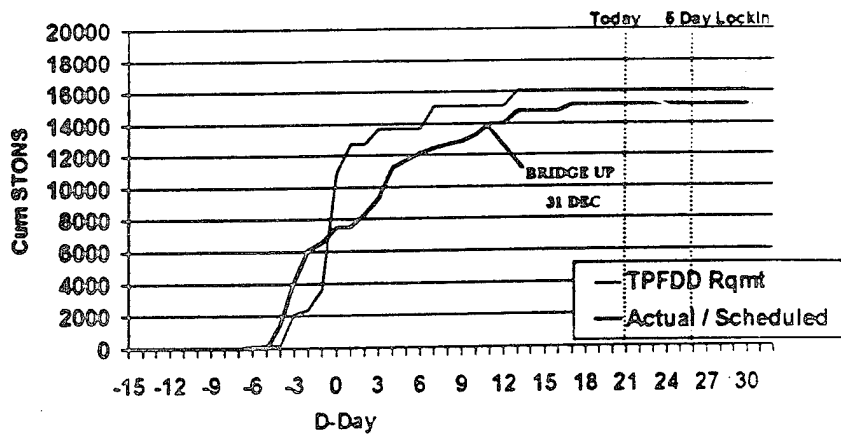
LOC Opening Force PAX



DEPLOYMENT STATUS

AS OF 100400Z JAN 86

LOC Opening Force STONS

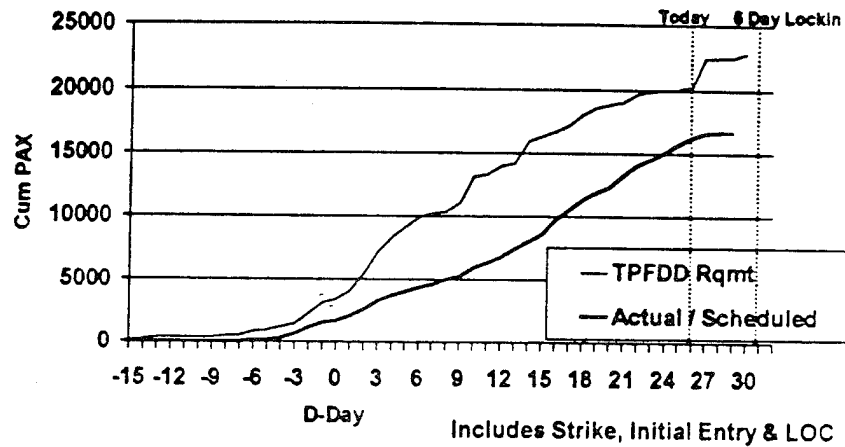




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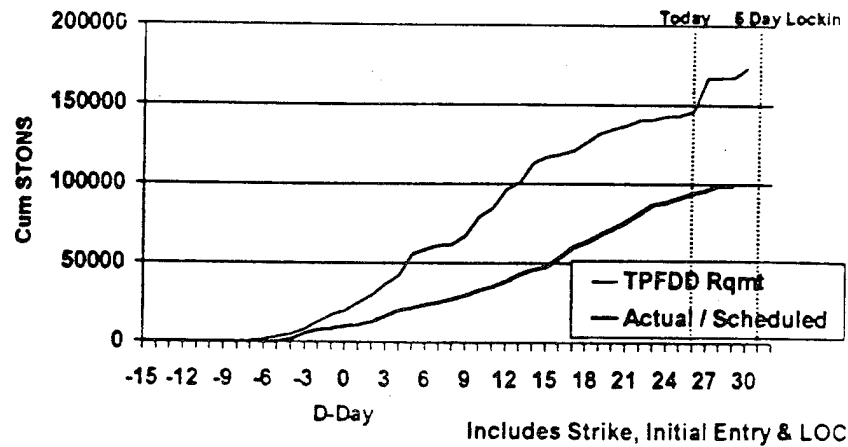
TF Eagle PAX



DEPLOYMENT STATUS

AS OF 140000Z JAN 92

TF Eagle STONS

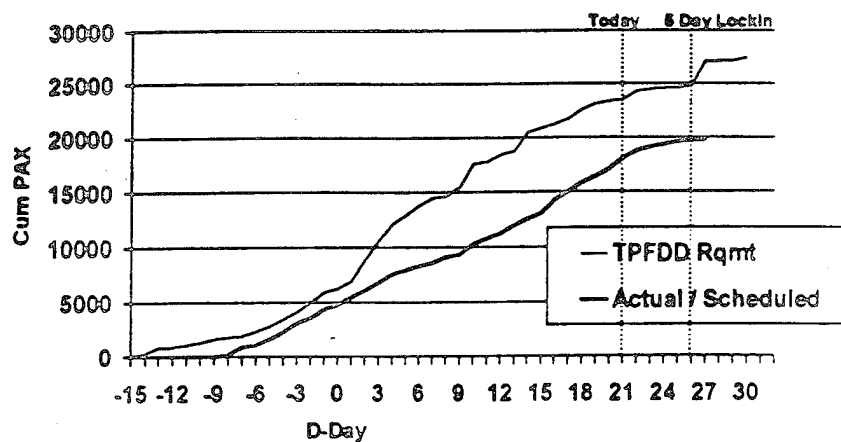




DEPLOYMENT STATUS

AS OF 06:00 JAN 01

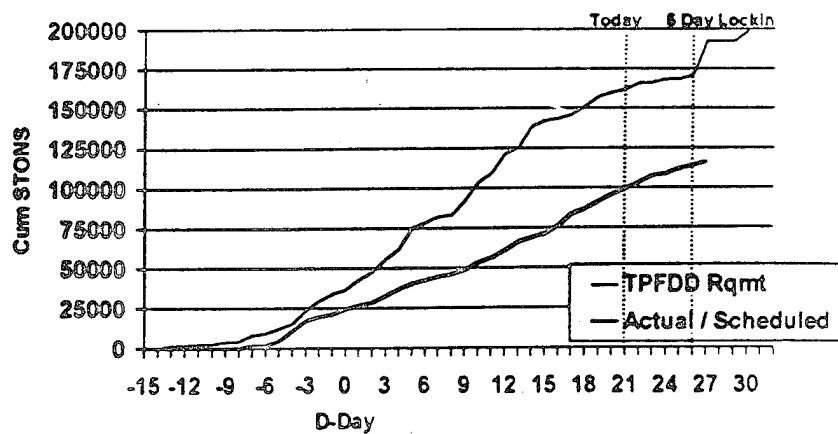
Total Force PAX



DEPLOYMENT STATUS

AS OF 06:00 JAN 01

Total Force STONS



Methodology for Deployment Status

1. Requirements: The TPFDD requirements were obtained from the OPS Planners (LTC Leonard's team) whenever significant changes were made, usually once a week. The TPFDD has a force module code which uniquely identified several of the force packages which we were interested in. The force module for NATO Enabling was unique and allowed easy identification of all the TPFDD lines associated with the force package. This was also true of Initial Entry and the National Support Element (NSE) associated with 21st TAACOM forward. However, the force module codes for NSE (USAREUR forward), Strike, and the Lines of Communication (LOC) forces were not unique.

A line by line review of the TPFDD was conducted identifying which units were associated with the different force packages. From this, a cross reference file was built and used throughout the project. As newer versions of the TPFDD were obtained, additional scrubs of the TPFDD file were required in order to identify additional lines that had been added to the TPFDD. In order to merge the cross reference list with the new TPFDD, both files were loaded into a data base, ACCESS, and the files were joined. The data lines which ended up with blank force package codes were the new lines which were added to the TPFDD. Research was then performed to identify which force packages those units were identified with.

The cross reference file became invaluable, due to the fact that the data on actual and planned force movement did not indicate which force package they were associated with. That information always had to be looked up. The cross reference file was used for the look up. The file was sorted several ways: by ULN, by unit name, and by force package. The data elements in the cross reference file were force package code, ULN, unit name, PAX, STONS, and latest arrival date (LAD).

With the force package code identified to each line of the TPFDD, the file could then be sorted by force package and by latest arrival date (LAD). Daily subtotals for PAX and STONS would then be computed, and the resulting requirements data would be plotted for each force package.

2. Actual and Planned Movements: A simplified view of the process for obtaining and recording actual and planned movements is as followed:

- a. Obtain data on current movement and projections from the force trackers and 21st TAACOM.
- b. Identify the force package associated with the unit being moved.
- c. If rail, determine the appropriate STONS to be counted towards that mission.
- d. Record all current data in our data base and obtain subtotals by date for each force package.
- e. Input the subtotaled data into the summary data base in preparation for generating the deployment charts.
- f. Transfer the data to the deployment charts; print and distribute.

To estimate when a unit would arrive at their destination, a specified number of days were added to their departure time; add 3 days for rail, add 2 days for bus or convoy, and

use same day for air movement. As actual data became available, the estimated arrival times were updated, as well as number of personnel moved. From the data received from the 21st TAACOM, movement for the next 5 days were projected. The rail schedules actually went further out in time, but projections on the deployment charts were restricted to time days due to the variability of actual departures, especially early in the deployment.

A few of the standard factors used were:

<u>Mode</u>	<u>Average STONS</u>	<u>Average PAX</u>	<u>Dimension</u>
Rail	550	10	per train
Mil Convoy	20	2.5	per vehicle
Plane	26	10	per plane
Self-deployed	5	-	per aircraft

As trains were projected for movement, the unit to be moved would be looked up in the cross reference file to find out how much (in STONS) needed to be moved. That amount, divided by 550 STONS per train, would indicate how many trains were needed, and the average STONS on each of the trains would be. An estimate of 10 PAX per train was used. When data reflecting the actual movement was later obtained, the number of PAX was updated with those new figures. The STONS were kept as those initially projected, not reflecting the data reported by the rail heads.

As units were looked up in the cross reference file, and trains were projected, notes were taken so that when future movements were made, the tonnage was not "double counted". In addition, the ACT-PLND file was summarized to show the subtotals of PAX and STONS that were moved for each unit. If the totals were more than those shown in the TPFDD, then adjustments were made. For example, if a unit deployed by both air and rail and we didn't have visibility of the tonnage shipped by both modes, adjustments were made to account for the entire unit so as not to double count the tonnage.

Actual movement data provided both the unit name and the ULN. Frequently when this unit was looked up in the TPFDD, it's assigned ULN did not match the one given as the actual movement. It was decided that unit names were more accurately reported at the rail heads, air ports, etc., than were the ULNs. So each time data was received on actual movements, the unit would be looked up in the TPFDD cross reference file in order to determine it's ULN, it's associated force package, and to check how many STONS it was to have shipped. All data collected on actual movements was recorded in a spreadsheet called ACT-PLND.xls; this was to provide an audit trail of what were did and what assumption were made.

There were a variety of data sources used during the deployment. Section 4 covers them in more detail. The data for rail, bus and highway operations was usually obtained through the 21st TAACOM representative to the USAREUR CAT. Since 21st TAACOM rotated their representatives over time, the data supplied varied in detail. Sometime we only received summary data, not even including the mission number of the movement in consideration. Sometime we received the complete history of all movements since the deployment started along with projections for the next week. Feast or famine.

We did begin receiving a report/spreadsheet directly from 1st TMCA. Next time we should initially establish that direct contact with 1st TMCA and consistently receive the detailed data necessary to track deployment status of the units.

The force trackers established a data base which initially contained some valuable information for this effort. However, their information, because of the way they were storing data, did not make it conducive to quick and reliable summaries which we needed. After helping them clean up their existing data and re-organizing it for their use, we did not use it as a point of reference. Once we established our data base, we began supplying them with our information.

Data Sources - Overview

- 1. Self-deployments :** Aviation office provided the numbers and types of aircraft deploying. Usually at the shift changeover briefs they would announce what left during the day. During the evening we would obtain the totals for the previous day. Always used the figures from aviation for the number of PAX, which varied per type of aircraft: 2 PAX per RC-12, AH-64, AH-1, OH-58D, OH-58C, and 4 PAX per CH-47 and UH-60.
- 2. Air flow :** The force trackers of air flow provided actual time and actual arrivals of flights. Information was not always available in a timely fashion, since flights continued throughout the evening and the USAREUR CAT often did not receive confirmation on arrivals until after midnight. The main information provided on the air flow was the actual time of departure and arrival, the unit name, the ULN, the PAX, and the STONS. Usually the PAX and STONS were not provided. In that case, the estimated PAX and STONS were used. Given the unit name or ULN, the force package for the unit was looked up using the cross reference list. At that time a check was made to insure that all the unit's PAX or STONS weren't previously designated as moving per some other mode of transportation. If it was, then some adjustments were made, so that people or tonnage weren't double counted. Projections for air flow were never for more than one day in the future.
- 3. Bus :** Many of the PAX traveled to Hungary via commercial buses. Usually we were able to find out which units went, but not the number of PAX. The most consistent source of data for the number of PAX came from the 1st TMCA reports. These reports provided the unit name, ULN, travel times, the number of PAX, and the number of buses to move those folks. Usually that information was for today's date, plus tomorrow's schedule. Sometimes we obtained a five day forecast, which was used in the deployment charts.
- 4. Highway operations :** The best source of this information was 1st TMCA reports. Those reports provided the unit name, ULN, travel times, number of PAX, commercial vs. military convoy, and the number of vehicles. To obtain STONS, an average of 20 STONS per vehicle was applied. When adding convoys to our data file, a check was made to insure that the unit hadn't already been shown as leaving by some other means of

transportation. The information gathered was for that day's activities and the next day. Forecasts for more than one day were not available.

5. Rail : 1st TMCA compiled a movement schedule which showed mission number, railhead, destination, unit name, ULN, departure and arrival times, number of PAX, and STONS, along with various other information. Several times we received this electronically as an excel file and was an excellent source; however, the file was not received consistently. Another source was 21st TAACOM's powerpoint briefing slides, which contained similar data, but sometimes less than required detail. A third source was the charts extracted from the VTC briefings, provided by the USAREUR Forward team. They contained some valuable information, especially actual arrival times for the many missions.

Observations: Summaries from the ORSA Logs

1st TMCA built a movement plan from the validated TPFDD with the number of trains, planes, etc. required based on the deployment dates provided in the TPFDD.

TPFDD changed over time, as it was refined and then validated. One significant event was the compiling of a 3,000 RSOI package for the combined NSE/LOC.

The early rail movement was hampered from the fact that all required diplomatic clearances were not obtained. This resulted in a slow start and initial railhead congestion.

Inability to off load the trains in a timely fashion at the ISB, Hungary, resulted in the stoppage of rail movement and subsequent delay of the delivery of equipment and troops.

A goal of validating all ULNs at least 7 days before they must move was not reached until the first month of deployment was finished. Then movement was switched from the call forward being based on the latest arrival date (LAD) to the earliest arrival date (EAD). For a short period (~3 days) some units were caught unprepared since they were called forward 5 days earlier than expected.

DCSPER wanted to be notified as soon as possible so that they could get their PAS team on site to account for the people. That happened only rarely for the first 3 weeks.

Ops-Plans provided ORSA some printouts, segregated by force package as much as possible. Received separate printouts for NATO Enabling and Initial Entry force packages, as well as the NSE portion of the 21st TAACOM. The rest of the force packages Strike, LOC, and the NSE portion of USAREUR forward) were lumped together.

Actual movement began on 10 Dec 95, with most of the early movement based on NATO Enabling force deployment. Data reported on actual movements was sparse. Data collected was for both Central Region deployment and for CONUS Augmentation.

Initial deployment charts which ORSA developed had links between the excel spreadsheets and the powerpoint slides. However, the charts were not maintaining their links, causing a significant amount of re-work each time the charts were printed. The links were finally abandoned for a new and more reliable process. A macro was developed, called paxston, which summarized the data in the ALLFORCE spreadsheet and copy it to the clipboard, which then was used in the powerpoint chart. Worked slick as mud.

A second macro was developed, called personal.xls, which did the same as the macro paxston, except it copies the CONUS Augmentation data and prepares them for copying to the powerpoint charts.

After a week of tracking deployments, we held a meeting with the force trackers and the ops planners. Reviewed what each was doing in an attempt to eliminate any duplicate effort and to refine the process. Cleaned up the force trackers data base and supplied them with force package data. After working with them and their data base for several days, it was determine that their data would not provide us the quick summary required to develop the deployment charts. We still shared information, but ORSA developed their own data base which could provide us an audit trail for the deployment charts.

Developed a spread sheet specifically for providing a detailed audit trail for units deployed. Obtained detailed data for all the units associated with the NATO Enabling force, and updated that as units deployed. CAT chief decided against doing that for the other force packages. We were able to answer many questions with the information obtained about the NATO Enabling force deployment.

For the first week of tracking deployment, data concerning military and commercial convoys was not available. As the deployment progressed, the information became more available, but never thorough.

As a quick check on how well we identified units to force packages, we compared PAX numbers with the designated caps for the force packages. If they were significantly different, then a review of the match ups was performed.

The chart for the Task Force Eagle and for the total force were not developed until some of the force packages were nearing closure. Then the emphasis changed to NSE, LOC, and finally, TF Eagle. TPFDD requirements for TF Eagle were identified as all the requirements which were not previously identified as being associated with another force package. Over time, that process was reviewed and refined, in order to more accurately identify the force package with the units.

When plotting the TPFDD requirements, we observed an extremely large requirement for the 23rd Engineers, reported it to the TPFDD planners, and the problem was corrected.

Used the data to satisfy a request from DA. Request was to predict how many soldiers would be deployed on 25 Dec 95. The answer which we developed was provided to EUCOM through the CAT PER rep.

EUCOM had interest in our deployment charts. A EUCOM representative spent a morning here reviewing our methodology.

DCSENGR used the deployment charts to project initial housing requirements. They needed that critical data as they were developing a schedule for the construction of the base camps.

Note: See lessons learned sections for a wrap up of the experience of being part of a process that was minimally defined at the beginning, and developed before our very eyes. A process that still needs improvement.

Estimate of Deployed Forces (Army) by 25 Dec 95

A request came in from EUCOM, asking for the estimated number of Army troops which will be deployed in the Hungary, Croatia, B-H area. This number is to be passed on to the SECDEF for his brief to the President. We estimated that 14,600 Army personnel will be deployed by 25 Dec 95. We derived the estimate as follows:

Using the 4243E OPLAN, as of 13 Dec 95, we added the number of PAX for each force package with latest arrival time less than or equal to 25 Dec 95. Results were:

NATO Enabling	496
NSE	3,117
Strike	902
Initial Entry	1,341
LOC	1,230

Total	<u>7,086</u>
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The TF Eagle force package is not available since it is a combination of the 'E' and the 'B' plan; MAJ Chung, force tracker, understood what I needed, but was unable to provide me any useful information which would allow me to estimate the number of troops deployed. Therefore, I estimated the number of TF Eagle troops deployed as follows:

Total troops in TF Eagle is approximately 15,000, and were planned to deploy over a 34 day period. Given that G-day is 15 Dec, the first 10 days of deployment is considered. Assuming that the U.S. wants to make a "show of force", I assumed that 50% of the troops would be deployed during the first 10 days after G-day. Those troops (50% of 15,000 = 7,500) would be in Hungary at the ISB, enroute to B-H, or at their final destination.

The estimate of the troops deployed by 25 Dec 95 is then computed as

$$7,100 + 7,500 = 14,600$$

This was explained to LTC Behnke and he approved it. I explained it to the PER rep on the CAT, and he relayed the information to the contact at EUCOM (LTC Gaylin, Command Director, ETIC, DSN -8906).

Norm Trier, ORSA Cell

OPERATION JOINT ENDEAVOR DEPLOYMENT STATUS

Time Cross Reference Chart

C DAY	2-Dec	D-18		C+49	20-Jan	D+31
C+1	3-Dec	D-17		C+50	21-Jan	D+32
C+2	4-Dec	D-16		C+51	22-Jan	D+33
C+3	5-Dec	D-15		C+52	23-Jan	D+34
C+4	6-Dec	D-14		C+53	24-Jan	D+35
C+5	7-Dec	D-13		C+54	25-Jan	D+36
C+6	8-Dec	D-12		C+55	26-Jan	D+37
C+7	9-Dec	D-11		C+56	27-Jan	D+38
C+8	10-Dec	D-10		C+57	28-Jan	D+39
C+9	11-Dec	D-9		C+58	29-Jan	D+40
C+10	12-Dec	D-8		C+59	30-Jan	D+41
C+11	13-Dec	D-7		C+60	31-Jan	D+42
C+12	14-Dec	D-6		C+61	1-Feb	D+43
C+13	15-Dec	D-5		C+62	2-Feb	D+44
C+14	16-Dec	D-4		C+63	3-Feb	D+45
C+15	17-Dec	D-3		C+64	4-Feb	D+46
C+16	18-Dec	D-2		C+65	5-Feb	D+47
C+17	19-Dec	D-1		C+66	6-Feb	D+48
C+18	20-Dec	D DAY		C+67	7-Feb	D+49
C+19	21-Dec	D+1		C+68	8-Feb	D+50
C+20	22-Dec	D+2		C+69	9-Feb	D+51
C+21	23-Dec	D+3		C+70	10-Feb	D+52
C+22	24-Dec	D+4		C+71	11-Feb	D+53
C+23	25-Dec	D+5		C+72	12-Feb	D+54
C+24	26-Dec	D+6		C+73	13-Feb	D+55
C+25	27-Dec	D+7		C+74	14-Feb	D+56
C+26	28-Dec	D+8		C+75	15-Feb	D+57
C+27	29-Dec	D+9		C+76	16-Feb	D+58
C+28	30-Dec	D+10		C+77	17-Feb	D+59
C+29	31-Dec	D+11		C+78	18-Feb	D+60
C+30	1-Jan	D+12		C+79	19-Feb	D+61
C+31	2-Jan	D+13		C+80	20-Feb	D+62
C+32	3-Jan	D+14		C+81	21-Feb	D+63
C+33	4-Jan	D+15		C+82	22-Feb	D+64
C+34	5-Jan	D+16		C+83	23-Feb	D+65
C+35	6-Jan	D+17		C+84	24-Feb	D+66
C+36	7-Jan	D+18		C+85	25-Feb	D+67
C+37	8-Jan	D+19		C+86	26-Feb	D+68
C+38	9-Jan	D+20		C+87	27-Feb	D+69
C+39	10-Jan	D+21		C+88	28-Feb	D+70
C+40	11-Jan	D+22		C+89	29-Feb	D+71
C+41	12-Jan	D+23		C+90	1-Mar	D+72
C+42	13-Jan	D+24		C+91	2-Mar	D+73
C+43	14-Jan	D+25		C+92	3-Mar	D+74
C+44	15-Jan	D+26		C+93	4-Mar	D+75
C+45	16-Jan	D+27		C+94	5-Mar	D+76
C+46	17-Jan	D+28		C+95	6-Mar	D+77
C+47	18-Jan	D+29		C+96	7-Mar	D+78
C+48	19-Jan	D+30		C+97	8-Mar	D+79

APPENDIX F

UNIT FLOW
&
BASE CAMP
CONSTRUCTION

UNIT FLOW & BASE CAMP CONSTRUCTION

1. SPONSOR: CINC

2. **OBJECTIVE:** Analyze the flow of forces into Bosnia-Herzegovina to determine if it established sufficient force to Monitor Zone of Separation and implement treaty relative to Zone of Separation. Additionally, determine if it is synchronized with the base camp construction schedule.

3. **BACKGROUND:** Senior Leaders were not comfortable with the current base camp construction schedule and how it supported the flow of forces. CINC's Initiative Group and ORSA Cell worked together to analyze the problem and develop recommendations.

4. DISCUSSION:

a. CINC's Initiative Group analyzed the TPFDD and discussed the planned flow of forces with USAREUR Forward. They developed a series of timeline charts that depict the flow of units, numbers of soldiers and base camp construction schedule. See Annex 1.

b. ORSA Cell met with DCSENGR to get details on the base camp construction schedule. ORSA Cell developed a PERT Chart using information from DCSENGR, USAREUR Forward, and DCSOPS-CIG. See Annex 2 for the task list and Gantt charts.

c. PERT Chart was used to show the relationship between the flow of forces into Bosnia-Herzegovina and building thirteen base camps, and to determine whether or not units would meet prescribed goals for closure.

5. RESULTS:

a. PERT Chart clearly identified the critical path and long pole of base camp construction. Construction will lag arrival of soldiers by approximately three weeks. It illustrated the tight timelines and critical relationship between construction units, units that secure and check the area for mines, base camp construction schedule, requirements for construction material and tents, and when units would be able to move into a base camp. See Annex 3 for PERT Diagram Analysis Chart with 3-5 CAV Timeline, and ORSA Cell reference paper.

b. Recommendation included: de-link the 3-5 CAV from the bridge crossing; expedite some Engineer units involved in clearing sites for base camps; start moving Force Provider to Tuzla as soon as the bridge opens; and expedite the procurement and delivery of construction material.

c. PERT Chart was briefed to all Senior Leaders and posted in the CINC Huddle Room. CoS, DCSOPS, DCSENGR, PARC, and DCSLOG all thought the project was very helpful.

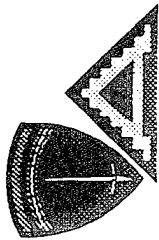
d. DCSENGR used the PERT Chart to track the progress of base camp construction

6. **STATUS:** Briefing to CoS & DCSOPS - 26 Dec 95

Briefing to DCINC - 27 Dec 95

ANNEX 1

TIMELINE CHARTS FOR UNIT MOVEMENTS



1st BCT SET, 3 Feb

1 BOB (Kime)

Material Delay

1285/
0 Beds

2363/
0 Beds

3053/
250 Beds

1 FOB (Sumnerall)

3053/
1800 Beds

JAN



FEB

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3
1-1 CAV							7 JAN							▲ [ZOS ESTABLISHED]														1285					
RSOI							SET																										
M/P																																	
3-5 CAV							8 JAN																					669					
RSOI							SET																										
M/P																																	
2-3 FA							12 JAN																					409					
DEPLOY							SET																										
RSOI							M/P																										
M/P																																	
501 FSB							14 JAN																					350					
DEPLOY							SET																										
RSOI																																	
M/PM/P																																	
1 BDE MAIN							16 JAN																					140					
DEPLOY							SET																										
RSOI																																	
M/P																																	
23 ENG(-)							16 JAN																					200					
DEPLOY							SET																										
RSOI																																	
M/P																																	

[* M/P = MOVE 2 DAYS & PREP 1 DAY] [▽ = SPACES REQ]

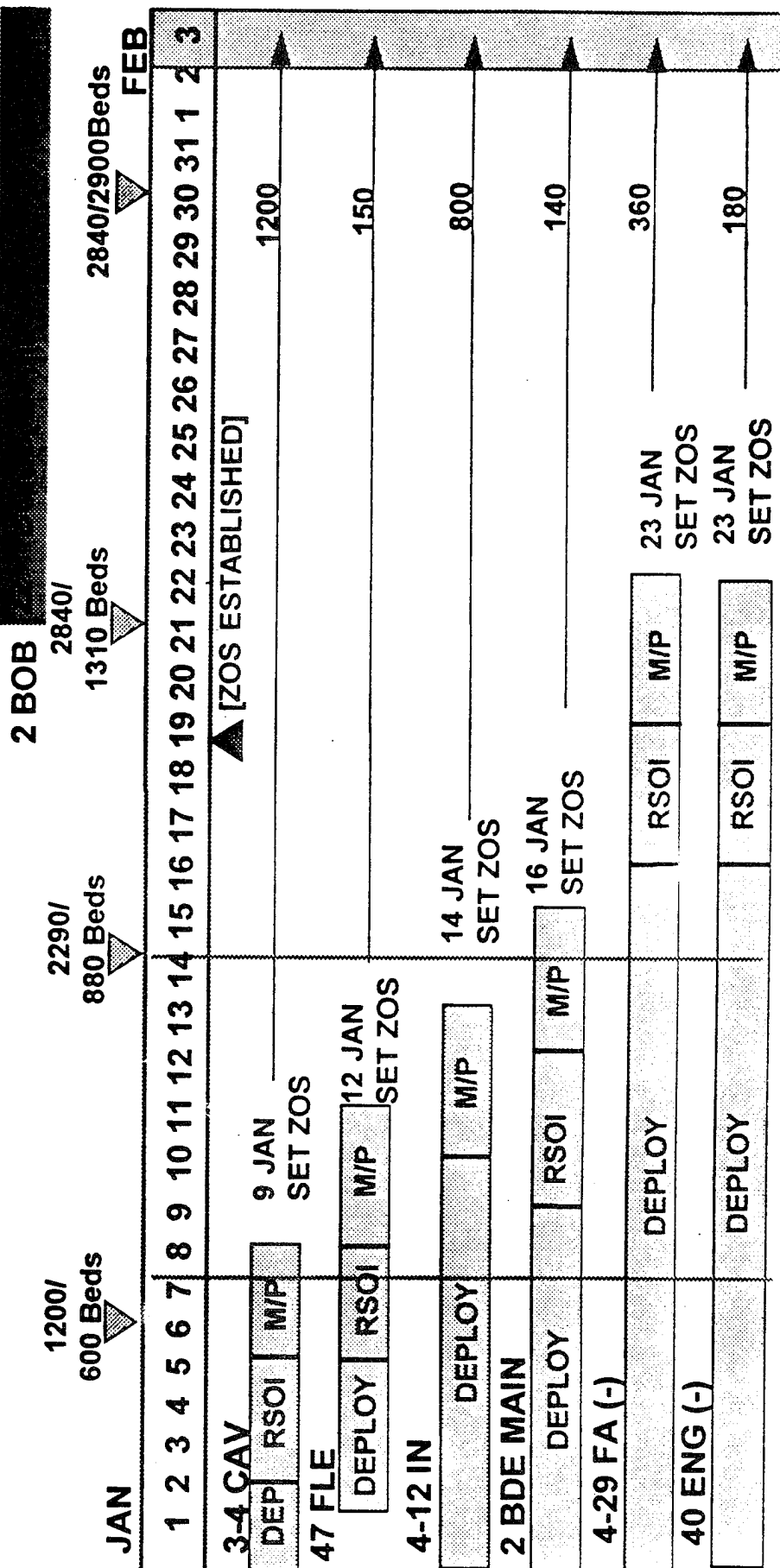


2d BCT SET, 3 Feb

TBD

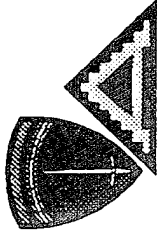
PAKBAT (600 SPACES)

Tuzla West A
Materiel Delay



[▽] = SPACES REQ

[* M/P = MOVE 2 DAY & PREP 1 DAY]



Interior Sector SET, 3 Feb

Tuzla Main

Lucovac [5 BUILD(RH) (1800 SPACES) 19]

1523/
1470 Beds

Tuzla West B [10]

BUILD(RH) (1200 SPACES)

31

2533/
3225 Beds

5343/
5350 Beds

JAN

FEB

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 1 2 3

18 MP

AIR DEPLOY M/P

11 JAN

SET ZOS

1010

▲ [ZOS ESTABLISHED]

DIV ENG

DEPLOY

RSOI

M/P

19 JAN

SET ZOS

840

DISCOM

DEPLOY

RSOI

M/P

19 JAN

SET ZOS

1160

22 SIG

DEPLOY

RSOI

M/P

19 JAN

SET ZOS

810

1AD MAIN**

DEPLOY

RSOI

M/P*

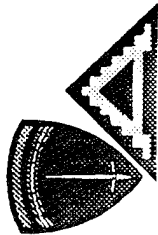
22 JAN

SET ZOS

470

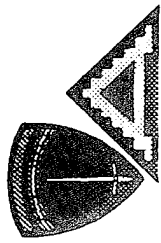
[* M/P = MOVE 2 DAY & PREP 1 DAY]

[** INCL DIVARTY, last unit]



Sector Requirements

- 7 Jan: CAV Sqdn plus two Co/Tm in each US brigade sector
- 14 Jan: CAV Sqdn plus maneuver Bn/TF in each US brigade sector
- 19 Jan:
 - Each US maneuver Bde sector. Bde HQ with:
 - CAV Sqdn
 - Maneuver Bn/TF
 - Engr Bn (-)
 - FA Bn (-)
 - Forward Logistics Element from the FSB
 - Interior Sector
 - DMAIN
 - Signal Bde, less SYSCON
 - MP Bde
 - Engr Bde (Cbt Engr Bn with MGB Co)
 - Forward Logistics Element from DISCOM
- 3 Feb: DISCOM HHC, MSB, and Signal Bde SYSCON



Task Organization

■ 1 BCT:

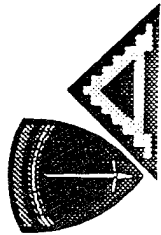
- 1-1 CAV: 1-1 CAV, 1 Bde TAC, A/2-3FA, A/16 Engr, 1/A/94 FA (MLRS), Tm/C/133FA (TAB), 501 FLE
- 2-3 FA: 2-3 FA, C/133 FA (TAB)
- 1 Bde Main: 1 Bde HHC(-), C/440 SIG(-), Tm1-4/165 MI, Tm 71/ 141 SIG, A/5-3 ADA
- 23 Engr (-): 23 Engr less A/C Co

■ 2 BCT:

- 4-12 IN: 4-12 IN, 2 Bde TAC
- 3-4 CAV: 3-4 CAV, C/4-29FA, 3/A/94 FA (MLRS), A 25 FA (TAB), A/ 40 Engr
- 2 Bde Main: 2 Bde HHC (-), Tm/165 MI, A/141 SIG(-), B/5-3 ADA
- 4-29FA (-): 4-29 FA less B Btty and slice of HHB & SVC Btty
- 40 Engr (-): 40 Engr less C Co and HHC (-)

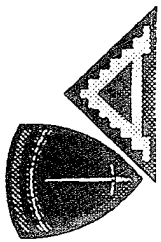
■ Interior

- DIVENG: DIVENG HHC, 94 Engr, 38 Engr (MGB), B/249Engr (RH)
- 1 AD Main: HHC 1 AD, 440 Sig (-), 141 SIG (-), DIVARTY HHC, B25 FA (TAB)



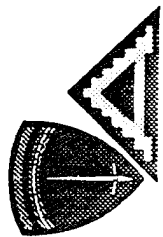
Last Units- 1 BCT

- 1-1 CAV: A/2-3 FA set Summerall
- 3-5 CAV: B/3-5, set Kime
- 2-3FA: B Btty, cross Sava, 8 Jan
- 501 FSB: IBS, 7 Jan
- 1 Bde Main: Tm 1-4/165 MI, close ISB 9 Jan
- 23 Engr: HHC, close 9 Jan



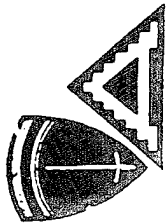
Last Units- 2 BCT

- 3-4 CAV: A/40 Engr, set FAA
- 47 FLE: close FAA, 7 Jan
- 4-12 IN: HHC/D+ A/2-68 AR, pull 8 Jan
- 2 Bde Main: A/141 SIG(-), close ISB 9 Jan
- 4-29 FA (-): A/SVC(-), pull 13 Jan
- 40 Engr (-): B Co, pull 13 Jan



Interior Sector- Last Units

- 18 MP: 793HHD, 212/ 536/ 630 close FAA 9
Jan
- DIVENG: A/94, pull 9 Jan
- DISCOM: A,B,E/123 MSB, pull 19 Jan
- 22 SIG: SYSCON, pull 9 Jan
- DMAIN: Tm 13/141 SIG, pull 11 Jan



1st BCT SET, 19 Jan

1 BOB
11 PREP 15 16 11 29

DEC

JAN

24 25 26 27 28 29 30 31 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19

▲ ▲ Open LOC ▲

1-1 CAV

Deploy	RSOI	SEC BRIDGE	LOC	M/P*
--------	------	------------	-----	------

14 JAN, SET ZOS

1 BDE
MAIN**

Deploy	RSOI	M/P
--------	------	-----

9 JAN, SET ZOS

23 ENG

Deploy	RSOI	M/P	CLEAR 1 BOB
--------	------	-----	-------------

16 JAN, SET ZOS

501 FSB

Deploy	RSOI	M/P
--------	------	-----

10 JAN, SET ZOS

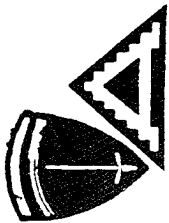
2-3 FA

Deploy	RSOI	SECURE BRIDGE	M/P
--------	------	---------------	-----

19 ZOS SET

AS OF 8:47 PM 12/26/96

[* M/P = MOVE 1 DAY & PREP 1 DAY] [** 1 BDE MAIN W/ TACSAT]



2d BCT SET, 19 Jan

TUZLA WEST-A

30 PREP 3 4 BUILD 16

2 BOB 11 PREP 15 16 BUILD 28

JAN

28 29 30 31 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

▲ △ Open LOC ▲

3-4 CAV Deploy* RSOI M/P** 17 JAN SET ZOS

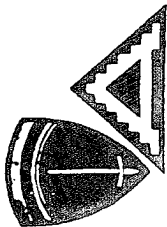
2 BDE Deploy RSOI M/P 18 JAN SET ZOS

4-29 FA (-)

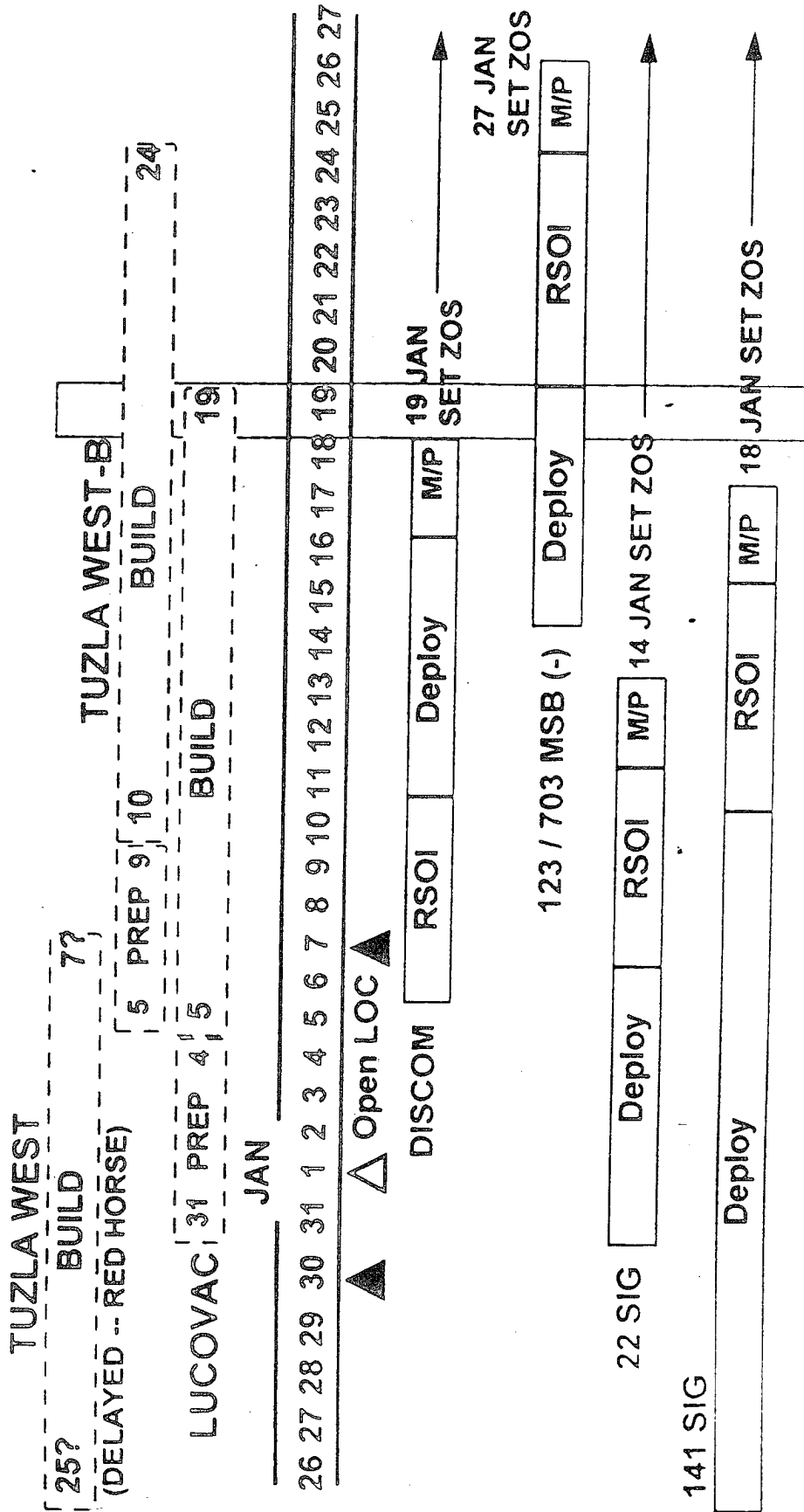
Deploy RSOI M/P 11 JAN SET ZOS

40 ENG Deploy RSOI M/P 24 JAN SET ZOS

47 FSB Deploy RSOI M/P 24 JAN SET ZOS



ZOS Tuzla SET, 19 Jan



NOTE: (1) SET NOW- 1AD CP, 3-325 ABN, 29 ASG.

(2) DIVENG HQ DEPARTS RIVER, WHEN RELIEVED BY DREAR NET 7 JAN.

AS OF 6:55 PM 12/26/86

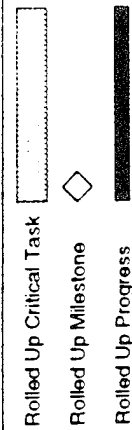
[** M/P = MOVE 1 DAY & PREP 1 DAY]

ANNEX 2

TASK LIST
for
UNIT FLOW
and
BASE CAMP
CONSTRUCTION

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
1	Camp Harmon (SeaBees)	46d	12/16/95	1/30/96																													
2	Determine Base Camp Requirements	0.5d	12/16/95	12/16/95																													
3	Service Support Contracts	0.5d	12/16/95	12/16/95	2																												
4	Select & Recon Site	1d	12/19/95	12/19/95	3																												
5	Lease Real Estate	1d	12/20/95	12/20/95	4																												
6	Secure Area	1d	12/21/95	12/21/95	5																												
7	Area Proofing (Check for Munitions)	1d	12/22/95	12/22/95	6																												
8	Contract Const Material	1d	12/24/95	12/24/95																													
9	Transport Const Material (FP)	2d	1/15/96	1/16/96	8																												
10	Transport SeaBee Material	4d	12/23/95	12/26/95																													
11	Material for Flooding	3d	1/1/96	1/3/96																													
12	SeaBees Arrive & Prep for Ops	5d	12/22/95	12/26/95																													
13	Build Base Camp	15d	12/27/95	1/10/96	7, 10, 12																												
14	Ready for Occupancy	0d	1/10/96	1/10/96	13, 3																												
15	Force Protection Improvements	14d	1/17/96	1/30/96	9, 13																												
16																																	
17	1st BDE HQ (1 BCT BOB)	21d	12/26/95	1/15/96																													
18	Load Train	1d	12/26/95	12/26/95																													
19	Travel Time to ISB	4d	12/27/95	12/30/95	18																												
20	ISB (RSOI)	3d	12/31/95	12/96	19																												
21	Travel Time ISB to Camp Harmon	1d	1/3/96	1/3/96	20																												

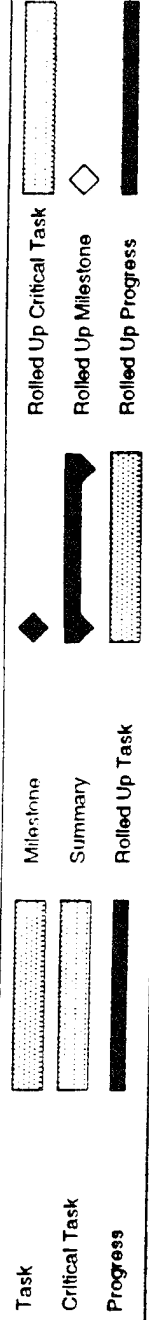


Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9:51 AM

Unit Flow & Base Camp Construction

3 Feb 96

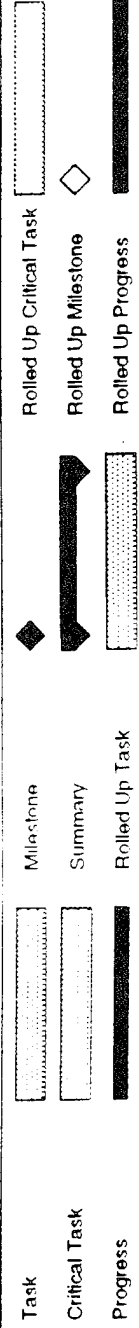
ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
22	Travel Time/Set up in AO	3d	1/4/96	1/6/96	16/96 21																												
23	Set In Sector	0d	1/6/96	1/6/96	16/96 22																												
24	Remainder of Main closes	9d	1/7/96	1/15/96	1/15/96 22																												
25	Set In Sector	0d	1/15/96	1/15/96	1/15/96 24																												
26																																	
27	1-1 CAV	14d	12/24/95	1/6/96																													
28	Load Train	1d	12/24/95	12/24/95																													
29	Travel Time to ISB	4d	12/25/95	12/28/95	28																												
30	ISB (RSOI)	3d	12/29/95	12/31/95	29																												
31	Travel Time ISB to Camp Harmon	1d	1/1/96	1/1/96	30																												
32	Camp Harmon Time	1d	1/2/96	1/2/96	31																												
33	Travel Time/Set up in AO	3d	1/3/96	1/5/96	32																												
34	Set In Sector	0d	1/5/96	1/5/96	33																												
35	Set NLT 7 Jan	0d	1/6/96	1/6/96	22,33																												
36																																	
37	3-5 CAV	13d	12/25/95	1/6/96																													
38	Load Train	1d	12/25/95	12/25/95																													
39	Travel Time to ISB	4d	12/26/95	12/29/95	38																												
40	ISB (RSOI)	3d	12/30/95	1/1/96	39																												
41	Travel Time ISB to Camp Harmon	2d	1/2/96	1/3/96	40																												
42	Travel Time/Set up in AO	3d	1/4/96	1/6/96	41																												



Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9 51 AM

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Durath	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
43	Set NLT 14 Jan	0d	1/8/96	1/6/96	42																												
44																																	
45	501 FSB	12d	1/4/96	1/15/96																													
46	Load Train	1d	1/4/96	1/4/96																													
47	Travel Time to ISB	4d	1/5/96	1/8/96	46																												
48	ISB (RSOI)	3d	1/9/96	1/11/96	47																												
49	Travel Time to Camp Harmon	1d	1/12/96	1/12/96	48																												
50	Travel Time/Set up in AO	3d	1/13/96	1/15/96	49																												
51	Set In Sector	0d	1/15/96	1/15/96	50																												
52																																	
53	23 ENG (-)	12d	1/5/96	1/16/96																													
54	Load Train	1d	1/5/96	1/5/96																													
55	Travel Time to ISB	4d	1/6/96	1/9/96	54																												
56	ISB (RSOI)	3d	1/10/96	1/12/96	55																												
57	Travel Time ISB to Camp Harmon	1d	1/13/96	1/13/96	56																												
58	Travel Time/Set up in AO	3d	1/14/96	1/16/96	57																												
59	Set In Sector	0d	1/16/96	1/16/96	58																												
60																																	
61	2-3 FA(-)	12d	1/1/96	1/12/96																													
62	Load Train	1d	1/1/96	1/1/96																													
63	Travel Time to ISB	4d	1/2/96	1/5/96	62																												



Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
64	ISB (RSOI)	3d	1/6/96	1/8/96	63																												
65	Travel Time ISB to Camp Harmon	1d	1/9/96	1/9/96	64																												
66	Travel Time/Set up in AO	3d	1/10/96	1/12/96	65																												
67	Secure In Sector	0d	1/12/96	1/12/96	66																												
68																																	
69	ZOS Mission Set - 19 Jan	0d	1/16/96	1/16/96	24,50,58,66																												
70																																	

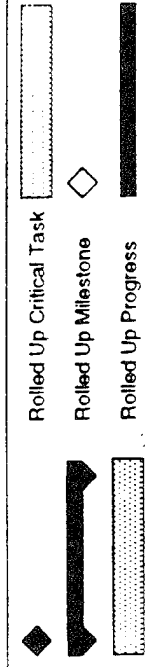
F-19

Project Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 9:51 AM	Task	Milestone	Rolled Up Critical Task Rolled Up Milestone Rolled Up Progress
	Critical Task	Summary	
	Progress	Rolled Up Task	

Page 4

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26	Mar	
71	Camp 1st BCT BOB (SeaBees)	56d	12/16/95	2/9/96																															
72	Determine Base Camp Requirement	1d	12/16/95	12/16/95																															
73	Service Support Contracts	1d	12/16/95	12/16/95	72																														
74	Select & Recon Site	1d	12/31/95	12/31/95	73																														
75	Lease Real Estate	1d	1/1/96	1/1/96	74																														
76	Secure Area (1/1 CAV)	1d	12/96	12/96	75																														
77	Area Proofing (C/16 ENG)	4d	1/3/96	1/6/96	76																														
78	Construction Material	1d	12/22/95	12/22/95																															
79	Transport Material (Const + FP)	1d	1/15/96	1/15/96	78																														
80	SeaBees Arrive & Prep for Ops	2d	1/11/96	1/12/96	13																														
81	Build Base Camp to Min Std	14d	1/16/96	1/29/96	77,80,79																														
82	Ready for Occupancy	0d	1/26/96	1/26/96	73,81																														
83	Force Protection Improvements	14d	1/27/96	2/9/96	82																														
84																																			

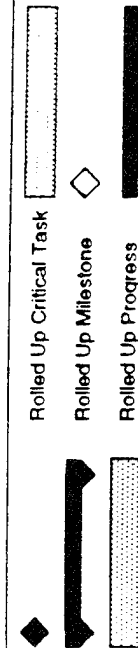


Task	Milestone	Summary	Rolled Up Task
Task	Milestone	Summary	Rolled Up Task
Critical Task			
Progress			

Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
85	Camp 1st BCT FOB 1 (SeaBees)	76d	12/16/95	2/29/96																													
86	Determine Base Camp Requirements	1d	12/16/95	12/16/95																													
87	Service Support Contracts	1d	12/16/95	12/16/95	86																												
88	Select & Recon Site	1d	1/7/96	1/7/96	87																												
89	Lease Real Estate	1d	1/8/96	1/8/96	88																												
90	Secure Area	1d	1/9/96	1/9/96	89																												
91	Area Proofing	4d	1/10/96	1/13/96	90																												
92	Contract Const Materials	1d	12/24/95	12/24/95																													
93	Transport Material (Const + FP)	2d	1/16/96	1/17/96	92																												
94	SeaBees Arrive & Prep for Ops	3d	1/30/96	2/1/96	81																												
95	Build Base Camp to Min Std	14d	2/2/96	2/15/96	91,94,93																												
96	Ready for Occupancy	0d	2/12/96	2/12/96	87,95																												
97	Force Protection Improvements	14d	2/16/96	2/29/96	95																												
98																																	



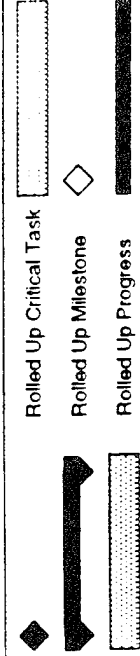
Task	Milestone
Critical Task	Summary
Progress	Rolled Up Task

Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Data: 1/8/96 9:51 AM

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
99	Camp 1st BCT FOB 2 (SeaBees)	92d	12/16/95	3/16/96																													
100	Determine Base Camp Requirements	0.5d	12/16/95	12/16/95																													
101	Service Support Contracts	0.5d	12/16/95	12/16/95	100																												
102	Select & Recon Site	1d	2/3/96	2/3/96	101																												
103	Lease Real Estate	1d	2/4/96	2/4/96	102																												
104	Secure Area	1d	2/5/96	2/5/96	103																												
105	Area Proofing	4d	2/6/96	2/9/96	104																												
106	Contract Const Materials	1d	12/24/95	12/24/95																													
107	Transport Material (Const + FP)	1d	2/4/96	2/4/96	106																												
108	SeaBees Arrive & Prep for Ops	2d	2/16/96	2/17/96	95																												
109	Build Base Camp to Min Std	14d	2/18/96	3/2/96	105,108,107																												
110	Ready for Occupancy	0d	2/28/96	2/28/96	101,109																												
111	Force Protection Improvements	14d	3/3/96	3/16/96	107,109																												
112																																	

2/28

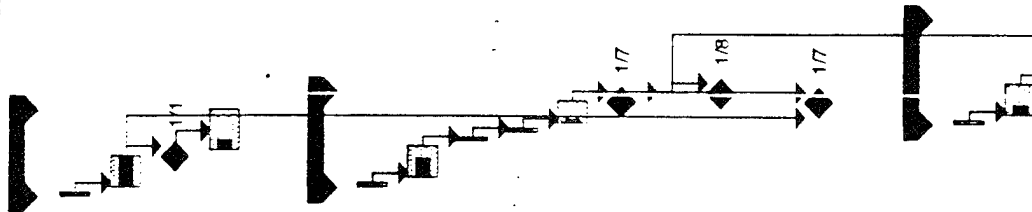


Task	Milestone	Rolled Up Critical Task
Critical Task	Summary	Rolled Up Milestone
Progress	Rolled Up Task	Rolled Up Progress

Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	Dec 17, '95	Dec 31, '95	Jan 14, '96	Jan 28, '96	Feb 11, '96	Feb 25, '96	Mar 10, '96	Mar 26, '96			
113	2 BDE ASLT CP (Pakistan Camp)	10d	12/28/95	1/6/96		13	17	21	25	29	2	6	10	14	18	22	26
114	Air to Belgrade	1d	12/28/95	12/28/95													
115	Travel to Tuzla / Setup	4d	12/29/95	1/1/96	114												
116	Set In Sector	0d	1/1/96	1/1/96	115												
117	Prep 2nd BCT BOB	5d	1/2/96	1/6/96	116												
118																	
119	3-4 CAV TF	11d	12/29/95	1/8/96													
120	Load Train	1d	12/29/95	12/29/95													
121	Travel Time to ISB	4d	12/30/95	1/2/96	120												
122	ISB (RSOI)	1d	1/3/96	1/3/96	121												
123	Travel Time to Camp Harmon	1d	1/4/96	1/4/96	122												
124	Travel Time/Set up in AO	3d	1/5/96	1/7/96	123												
125	Set In Sector	0d	1/7/96	1/7/96	124												
126	Remainder of unit closes	1d	1/8/96	1/8/96	124												
127	Set In Sector	0d	1/8/96	1/8/96	126												
28																	
129	Set NLT 7 Jan	0d	1/7/96	1/7/96	115, 124												
130																	
131	2nd BDE HQ	12d	1/5/96	1/16/96													
132	Load Train	1d	1/5/96	1/5/96													
133	Travel Time to ISB	4d	1/6/96	1/9/96	132												



Project: Unit Flow & Base Camp Construction (3 Feb 96)

Date: 1/8/96 9:51 AM

Task

Critical Task

Progress

Milestone

Summary

Rolled Up Task

Rolled Up Critical Task

Rolled Up Milestone

Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Durati	Start	Finish	Predecessors	5	13	17	21	25	29	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
134	ISB (RSOI)	3d	1/10/96	1/12/96	133																											
135	Travel Time ISB to Camp Harmon	1d	1/13/96	1/13/96	134																											
136	Travel Time/Set up in AO	3d	1/14/96	1/16/96	135																											
137	Set In Sector	0d	1/16/96	1/16/96	136																											
138																																
139	4-12 INF (Air)	11d	12/28/95	1/7/96																												
140	Fly to Tuzla	9d	12/28/95	1/5/96																												
141	Set up in AO	2d	1/6/96	1/7/96	140																											
142	Set In Sector	0d	1/7/96	1/7/96	141																											
143																																
144	4-12 INF (Rail)	8d	1/7/96	1/14/96																												
145	Load Train	1d	1/7/96	1/7/96																												
146	Travel Time to ISB	3d	1/8/96	1/10/96	145																											
147	Travel Time ISB to Camp Harmon	1d	1/11/96	1/11/96	146																											
148	Travel Time/Set up in AO	3d	1/12/96	1/14/96	147																											
149	Set NLT 14 Jan	0d	1/14/96	1/14/96	148,141																											
150																																
151	47 FSR (-) FLE	12d	1/1/96	1/12/96																												
152	Load Train	1d	1/1/96	1/1/96																												
153	Travel Time to ISB	4d	1/2/96	1/5/96	152																											
154	ISB (RSOI)	3d	1/6/96	1/8/96	153																											

Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Task

Critical Task

Progress

Milestone

Summary

Rolled Up Task

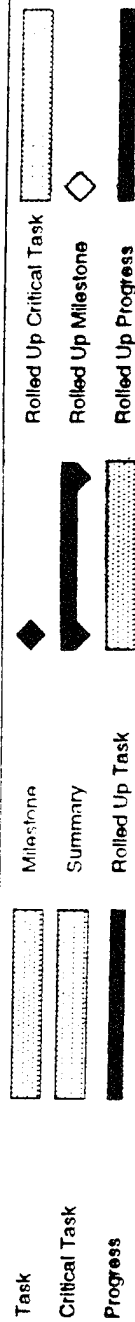
Rolled Up Critical Task

Rolled Up Milestone

Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	31	Dec 31, '95	Jan 14, '96	Jan 28, '96	Feb 11, '96	Feb 25, '96	Mar 10, '96	Mar 22, '96
155	Travel Time ISB to Camp Harmon	1d	1/9/96	1/9/96	154														
156	Travel Time/Set up in AO	3d	1/10/96	1/12/96	155														
157	Set In Sector	0d	1/12/96	1/12/96	156														
158																			
159	40 ENG(-)	12d	1/12/96	1/23/96															
160	Load Train	1d	1/12/96	1/12/96															
161	Travel Time to ISB	4d	1/13/96	1/16/96	160														
162	ISB (RSOI)	3d	1/17/96	1/19/96	161														
163	Travel Time ISB to Camp Harmon	1d	1/20/96	1/20/96	162														
164	Travel Time/Set up in AO	3d	1/21/96	1/23/96	163														
165	Set In Sector	0d	1/23/96	1/23/96	164														
166																			
167	4-29 FA	12d	1/12/96	1/24/96															
168	Load Train	1d	1/12/96	1/12/96															
169	Travel Time to ISB	4d	1/13/96	1/16/96	168														
170	ISB (RSOI)	3d	1/17/96	1/19/96	169														
171	Travel Time ISB to Camp Harmon	1d	1/20/96	1/20/96	170														
172	Travel Time/Set up in AO	3d	1/21/96	1/23/96	171														
173	Set In Sector	0d	1/24/96	1/24/96	172														
174																			
175	ZOS Mission Set - 19 Jan	0d	1/16/96	1/16/96	126,156,136														



Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9:51 AM

Task
Critical Task
Progress

Milestone
Summary
Rolled Up Task

Rolled Up Critical Task
Rolled Up Milestone
Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96

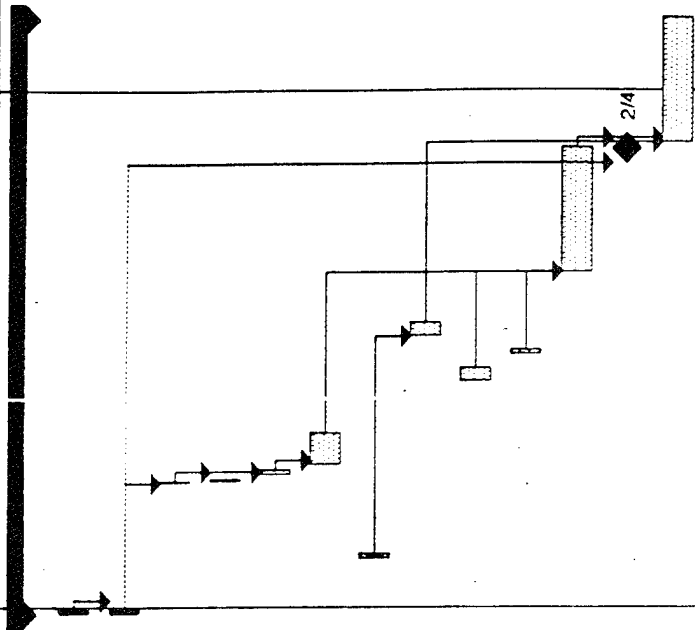
ID	Task Name	Duration	Start	Finish	Predecessors	5	Dec 17, '95	Dec 31, '95	Jan 14, '96	Jan 28, '96	Feb 11, '96	Feb 25, '96	Mar 10, '96	Mar 26			
176						13	17	21	25	29	2	6	10	14	18	22	26
177	Secure Area of Transfer - 3 Feb	0d	1/23/96	1/23/96	164,172												
178																	

1/23

Project Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 9:51 AM	Task	Milestone	Rolled Up Critical Task
Critical Task	Summary	Rolled Up Milestone	
Progress	Rolled Up Task	Rolled Up Progress	

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26	Mar
179	Camp 2nd BCT BOB (LOGCAP)	65d	12/16/95	2/18/96																														
180	Determine Base Camp Requirement	1d	12/16/95	12/16/95																														
181	Service Support Contracts	1d	12/16/95	12/16/95	180																													
182	Select & Recon Site	0.5d	12/30/95	12/30/95	181																													
183	Lease Real Estate	0.5d	12/30/95	12/30/95	182																													
184	Secure Area	1d	12/31/95	12/31/95	182																													
185	Area Proofing	4d	1/1/96	1/4/96	184																													
186	Contract Const Materials	1d	12/22/95	12/22/95																														
187	Transport Material (FP)	2d	1/15/96	1/16/96	186																													
188	Tents to Camp	2d	1/10/96	1/11/96																														
189	LOGCAP Arrive & Prep for Ops	1d	1/13/96	1/13/96																														
190	Build Base Camp to Min Std	14d	1/22/96	2/4/96	185, 188, 189																													
191	Ready for Occupancy	0d	2/4/96	2/4/96	190, 181																													
192	Force Protection Improvements	14d	2/5/96	2/18/96	187, 190																													
193																																		












Task	Milestone	Summary	Roll Up Task	Roll Up Progress
Task	Milestone	Summary	Roll Up Task	Roll Up Progress
Critical Task				
Progress				

Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9:51 AM

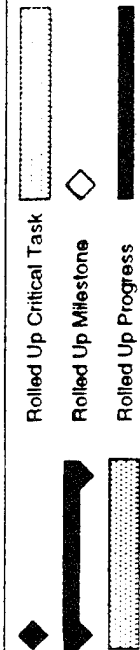
Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Durati	Start	Finish	Predecessors
194	Camp 2nd BCT FOB 1 (LOGCAP)	88d	12/16/95	3/12/96	
195	Determine Base Camp Requirements	1d	12/16/95	12/16/95	
196	Service Support Contracts	1d	12/16/95	12/16/95	195
197	Select & Recon Site	1d	1/15/96	1/15/96	196
198	Lease Real Estate	1d	1/16/96	1/16/96	197
199	Secure Area	1d	1/26/96	1/26/96	198
200	Area Proofing	4d	1/27/96	1/30/96	199
201	Contract Const Materials	1d	12/24/95	12/24/95	
202	Transport Material (FP)	1d	1/31/96	1/31/96	201
203	LOGCAP Arrive & Prep for Ops	1d	1/31/96	1/31/96	
204	BUILD Base Camp to Min Std	24d	2/4/96	2/27/96	200, 203
205	Ready for Occupancy	0d	2/27/96	2/27/96	204, 196
206	Force Protection Improvements	14d	2/28/96	3/12/96	202, 204
207					

Task	Milestone	Summary	Rolled Up Task
Task			
Critical Task			
Progress			

Unit Flow & Base Camp Construction 3 Feb 96

ID	Task Name	Durath	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
208	Camp 2nd BCT FOB 2 (LOGCAP)	88d	12/16/95	3/12/96																													
209	Determine Base Camp Requirements	1d	12/16/95	12/16/95																													
210	Service Support Contracts	1d	12/16/95	12/16/95	209																												
211	Select & Recon Site	1d	1/24/96	1/24/96	210																												
212	Lease Real Estate	1d	1/25/96	1/25/96	211																												
213	Secure Area	1d	1/27/96	1/27/96	212																												
214	Area Proofing	4d	1/28/96	1/31/96	213																												
215	Contract Const Materials	1d	12/22/95	12/22/95																													
216	Transport Material (FP)	1d	1/22/96	1/22/96	215																												
217	LOGCAP Arrive & Prep for Ops	1d	1/31/96	1/31/96																													
218	Build Base Camp to Min Std	24d	2/4/96	2/27/96	214,217																												
219	Ready for Occupancy	0d	2/27/96	2/27/96	218,210																												
220	Force Protection Improvements	14d	2/28/96	3/12/96	216,218																												
221																																	












Task
Critical Task
Progress

Milestone
Summary
Rolled Up Task

Rolled Up Critical Task
Rolled Up Milestone
Rolled Up Progress

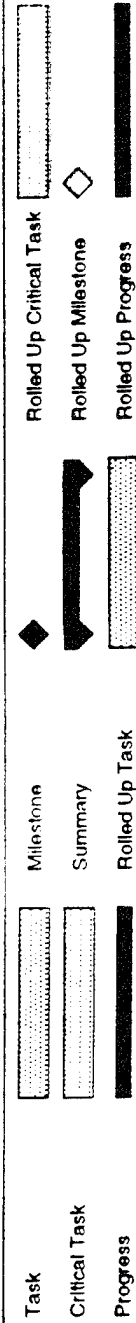
Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

ID	Task Name	Durati	Start	Finish	Predecessors
222	DIV Main/TAC (Tuzla)	12d	1/11/96	1/22/96	
223	Load Train	1d	1/11/96	1/11/96	
224	Travel Time to ISB	4d	1/12/96	1/15/96	223
225	ISB (RSOI)	3d	1/16/96	1/18/96	224
226	Travel Time ISB to Camp Harmon	1d	1/19/96	1/19/96	225
227	Travel Time/Set up In AO	3d	1/20/96	1/22/96	226
228	Set In Sector	0d	1/19/96	1/19/96	227
229					
230	3-325 INF	6d	12/18/95	12/23/95	
231	Air	6d	12/18/95	12/23/95	
232	Set In Sector	0d	12/23/95	12/23/95	231
233					
234	18 MP Bde (-)	11d	1/1/96	1/11/96	
235	Air	8d	1/1/96	1/8/96	
236	Travel Time/Set up In AO	3d	1/9/96	1/11/96	235
237	Set In Sector	0d	1/11/96	1/11/96	236
238					
239	DIV ENG	12d	1/8/96	1/19/96	
240	Load Train	1d	1/8/96	1/8/96	
241	Travel Time to ISB	4d	1/9/96	1/12/96	240
242	ISB (RSOI)	3d	1/13/96	1/15/96	241

Project Unit Flow & Base Camp Construction (3 Feb 96) Date 1/8/96 9:51 AM	
Task	  
Critical Task	  
Progress	  

Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Durath	Start	Finish	Predecessors	5	Dec 17, '95	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26	Mar
243	Travel Time ISB to Camp Harmon	1d	1/16/96	1/16/96	242																														
244	Travel Time / Setup In AO	3d	1/17/96	1/19/96	243																														
245	Set In Sector	0d	1/19/96	1/19/96	244																														
246																																			
247	22 SIG Bde	12d	1/10/96	1/21/96																															
248	Load Train	1d	1/10/96	1/10/96																															
249	Travel Time to ISB	4d	1/11/96	1/14/96	248																														
250	ISB (RSOI)	3d	1/15/96	1/17/96	249																														
251	Travel Time ISB to Camp Harmon	1d	1/18/96	1/18/96	250																														
252	Travel Time/Set up in AO	3d	1/19/96	1/21/96	251																														
253	Set In Sector	0d	1/21/96	1/21/96	252																														
254																																			
255	DISCOM	12d	1/8/96	1/19/96																															
256	Load Train	1d	1/8/96	1/8/96																															
257	Travel Time to ISB	4d	1/9/96	1/12/96	256																														
258	ISB (RSOI)	3d	1/13/96	1/15/96	257																														
259	Travel Time ISB to Camp Harmon	1d	1/16/96	1/16/96	258																														
260	Travel Time/Set up in AO	3d	1/17/96	1/19/96	259																														
261	Set In Sector	0d	1/19/96	1/19/96	260																														
262																																			
263	ZOS Mission Set - 19 Jan	0d	1/19/96	1/19/96	227,231,236,2																														



Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Unit Flow & Base Camp Construction

3 Feb 96

ID	Task Name	Durath	Start	Finish	Predecessors	5	Dec 17, '95	Dec 31, '95	Jan 14, '96	Jan 28, '96	Feb 11, '96	Feb 25, '96	Mar 10, '96	Mar 26			
264	Secure Area of Transfer - 3 Feb	0d	1/21/96	1/21/96	252,260	13	17	21	25	29	2	6	10	14	18	22	26
265																	

1/21

E-32

Task
Critical Task
Progress

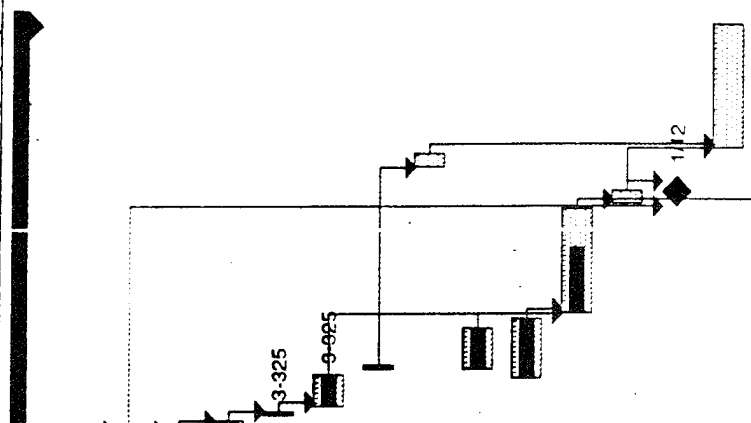
Milestone
Summary
Rolled Up Task

Rolled Up Critical Task
Rolled Up Milestone
Rolled Up Progress

Project - Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

Unit Flow & Bas. .ip Construction
3 Feb 96

ID	Task Name	Durath	Start	Finish	Predecessors	5	Dec 17, '95	Dec 31, '95	Jan 14, '96	Jan 28, '96	Feb 11, '96	Feb 25, '96	Mar 10, '96	Mar 26			
266	Camp Tuzla Main (Red Horse)	46d	12/16/95	1/30/96		13	17	21	25	29	2	6	10	14	18	22	26
267	Determine Base Camp Requirement	1d	12/16/95	12/16/95													
268	Service Support Contracts	1d	12/16/95	12/16/95	267												
269	Select & Recon Site	1d	12/17/95	12/17/95	268												
270	Lease Real Estate	1d	12/18/95	12/18/95	269												
271	Secure Area (3-325)	1d	12/19/95	12/19/95	270												
272	Area Proofing (3-325)	4d	12/20/95	12/23/95	271												
273	Contract Const Materials	1d	12/24/95	12/24/95													
274	Transport Const Material (FP)	2d	1/15/96	1/16/96	273												
275	Transport Red Horse Material	5d	12/24/95	12/28/95													
276	Red Horse Arrive & Prep for Ops	7d	12/23/95	12/29/95													
277	Build Phase I	12d	12/30/95	1/10/96	272,276,275												
278	Build Phase II	2d	1/11/96	1/12/96	277												
279	Ready for Occupancy	0d	1/12/96	1/12/96	278,268												
280	Force Protection Improvements	14d	1/17/96	1/30/96	278,274												
281																	

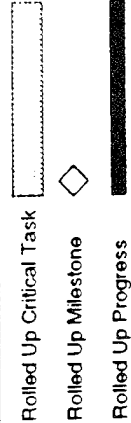
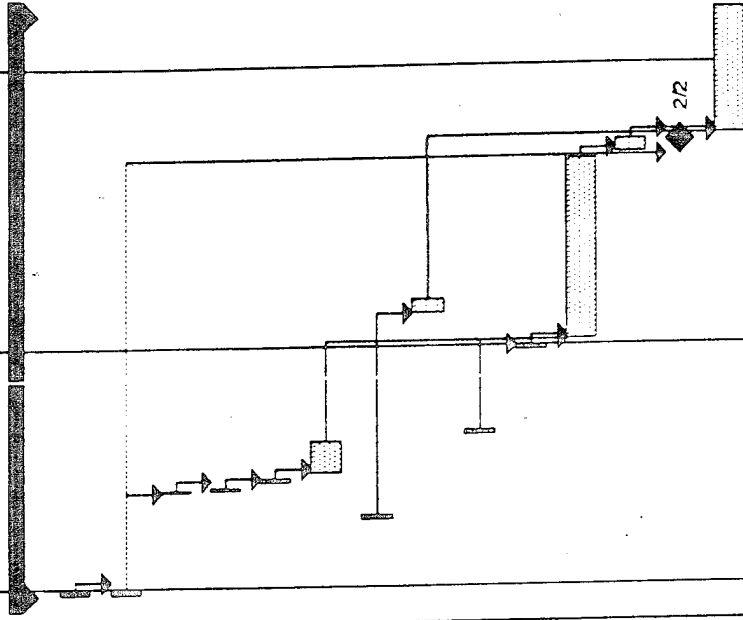


Task	Milestone	Rolled Up Critical Task
Critical Task	Summary	Rolled Up Milestone
Progress	Rolled Up Task	Rolled Up Progress

Project: Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 9:51 AM

Unit Flow & Base Camp Construction
3 Feb 96

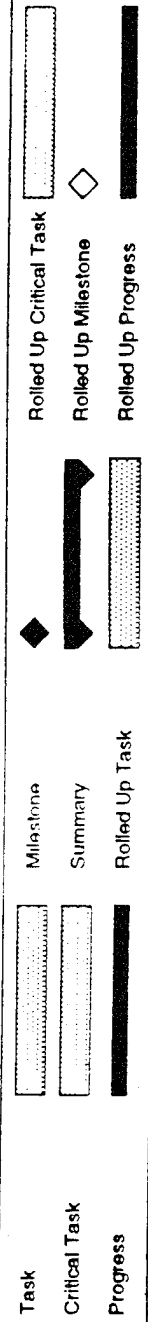
ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
282	Camp Tuzla West A (Red Horse)	63d	12/16/95	2/16/96																													
283	Determine Base Camp Requirements	1d	12/16/95	12/16/95																													
284	Service Support Contracts	1d	12/16/95	12/16/95	283																												
285	Select & Recon Site	0.5d	12/27/95	12/27/95	284																												
286	Lease Real Estate	0.5d	12/27/95	12/27/95	285																												
287	Secure Area	1d	12/28/95	12/28/95	286																												
288	Area Proofing	4d	12/29/95	1/1/96	287																												
289	Contract Const Materials	1d	12/24/95	12/24/95																													
290	Transport Const Material (FP)	2d	1/15/96	1/16/96	289																												
291	Transport Force Provider	1d	1/2/96	1/2/96																													
292	Red Horse Arrive & Prep for Ops	1d	1/11/96	1/11/96	277																												
293	Build Phase I	20d	1/12/96	1/31/96	288, 292, 291																												
294	Build Phase II	2d	2/1/96	2/2/96	293																												
295	Ready for Occupancy	0d	2/2/96	2/2/96	294, 284																												
296	Force Protection Improvements	14d	2/3/96	2/16/96	294, 290																												
297																																	



Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 9:51 AM

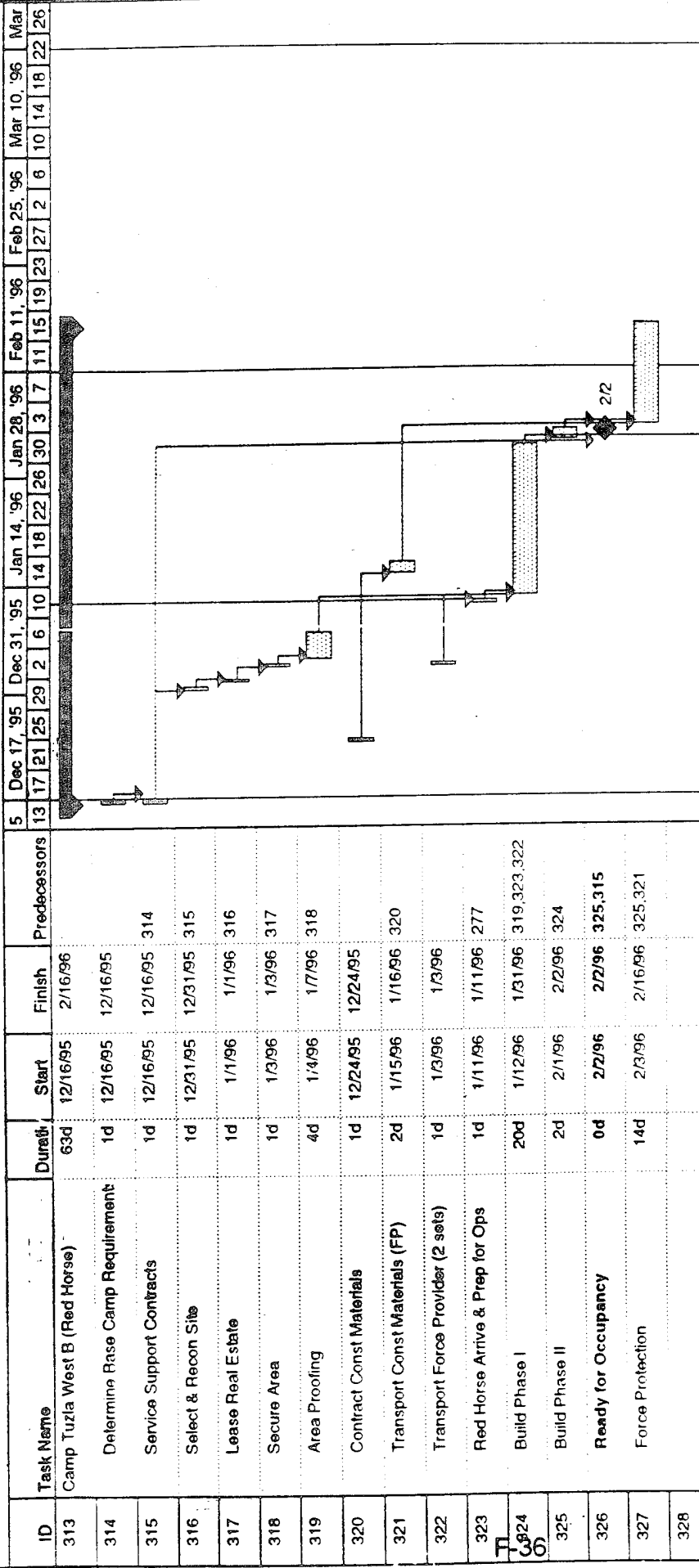
Unit Flow & Base Camp Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26
298	Camp Lucovac (LOGCAP)	49d	12/16/95	2/2/96																													
299	Determine Base Camp Requirements	1d	12/16/95	12/16/95																													
300	Service Support Contracts	1d	12/16/95	12/16/95	299																												
301	Select & Recon Site	1d	12/22/95	12/22/95	300																												
302	Lease Real Estate	1d	12/23/95	12/23/95	301																												
303	Secure Area	1d	12/31/95	12/31/95	302																												
304	Area Proofing	4d	1/1/96	1/4/96	303																												
305	Contract Materials	1d	12/24/95	12/24/95																													
306	Transport Material (FP)	5d	1/1/96	1/5/96	305																												
307	Transport Force Provider (2 sets)	2d	1/2/96	1/3/96																													
308	LOGCAP Arrive & Prep for Ops	1d	1/4/96	1/4/96																													
309	Build Base Camp to Min Std	15d	1/5/96	1/19/96	304,308,307																												
310	Ready for Occupancy	0d	1/20/96	1/20/96	309,300																												
311	Force Protection Improvements	14d	1/20/96	2/2/96	306,309																												
312																																	



Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 10 00 AM

Unit Flow & Base Camp Construction
3 Feb 96



Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date: 1/8/96 10:00 AM

Task

Critical Task

Progress

Milestone

Summary

Rolled Up Task

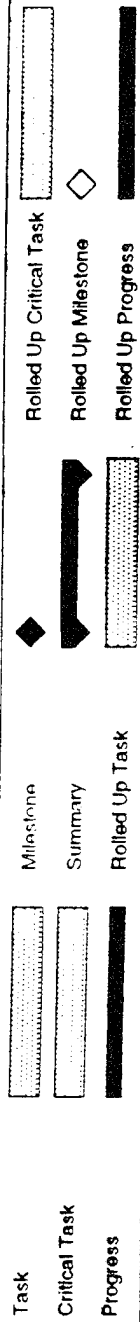
Rolled Up Critical Task

Rolled Up Milestone

Rolled Up Progress

Unit Flow & Base Camp Construction
3 Feb 96

I/J	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26	Mar
329	Camp Tuzla East (Red Horse)	77d	12/16/95	3/1/96																														
330	Determine Base Camp Requirements	1d	12/16/95	12/16/95																														
331	Service Support Contracts	1d	12/16/95	12/16/95	330																													
332	Select & Recon Site	1d	1/15/96	1/15/96	331																													
333	Lease Real Estate	1d	1/16/96	1/16/96	332																													
334	Secure Area	1d	1/20/96	1/20/96	333																													
335	Area Proofing	4d	1/21/96	1/24/96	334																													
336	Contract Const Materials	1d	12/24/95	12/24/95																														
337	Transport Material	1d	1/16/96	1/16/96	336																													
338	Red Horse Arrive & Prep for Ops	1d	2/1/96	2/1/96	324																													
339	Build Phase I	12d	2/2/96	2/13/96	335,337,338																													
340	Build Phase II	3d	2/14/96	2/16/96	339																													
341	Ready for Occupancy	0d	2/16/96	2/16/96	340,331																													
342	Force Protection Improvements	14d	2/17/96	3/1/96	340																													
343																																		

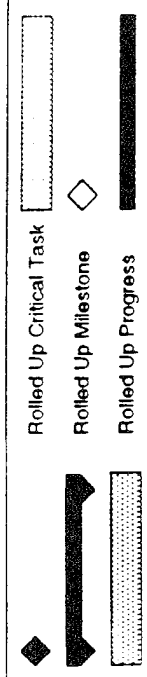


Project Unit Flow &
Base Camp Construction (3 Feb 96)
Date 1/8/96 10:00 AM

Unit Flow & Bas...np Construction
3 Feb 96

ID	Task Name	Duration	Start	Finish	Predecessors	5	13	17	21	25	29	2	6	10	14	18	22	26	30	3	7	11	15	19	23	27	2	6	10	14	18	22	26	Mar
344	Camp Blue Building (LOGCAP)	105d	12/16/95	3/29/96																														
345	Determine Base Camp Requirements	1d	12/16/95	12/16/95																														
346	Service Support Contracts	1d	12/16/95	12/16/95	345																													
347	Select & Recon Site	1d	2/4/96	2/4/96	346																													
348	Lease Real Estate	1d	2/5/96	2/5/96	347																													
349	Secure Area	1d	2/5/96	2/9/96	348																													
350	Area Proofing	4d	2/10/96	2/13/96	349																													
351	Contract Const Materials	1d	12/24/95	12/24/95																														
352	Transport Material (FP)	1d	2/17/96	2/17/96	351																													
353	LOGCAP Arrive & Prep for Ops	1d	2/28/96	2/28/96																														
354	Build Base Camp to Min Std	14d	3/1/96	3/14/96	353, 350																													
355	Ready for Occupancy	0d	3/14/96	3/14/96	346, 354																													
356	Force Protection Improvements	14d	3/15/96	3/28/96	352, 355																													
357																																		
358																																		
359																																		
360																																		
361																																		
362																																		
363																																		

The diagram illustrates a project schedule with tasks represented by boxes and arrows indicating dependencies. The timeline at the top shows dates from Dec 17, '95 to Mar 10, '96. Task 344 is the initial task, leading to a series of tasks including 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, and 363. The diagram shows a complex network of dependencies, with some tasks having multiple predecessors and successors.



Task

Task

Critical Task

Progress

Milestone

Summary

Rolled Up Task

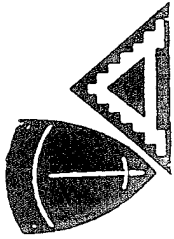
Rolled Up Critical Task

Rolled Up Milestone

Rolled Up Progress

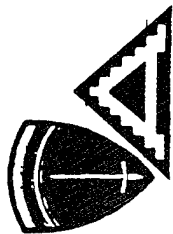
ANNEX 3

ORSA REFERENCE CHARTS

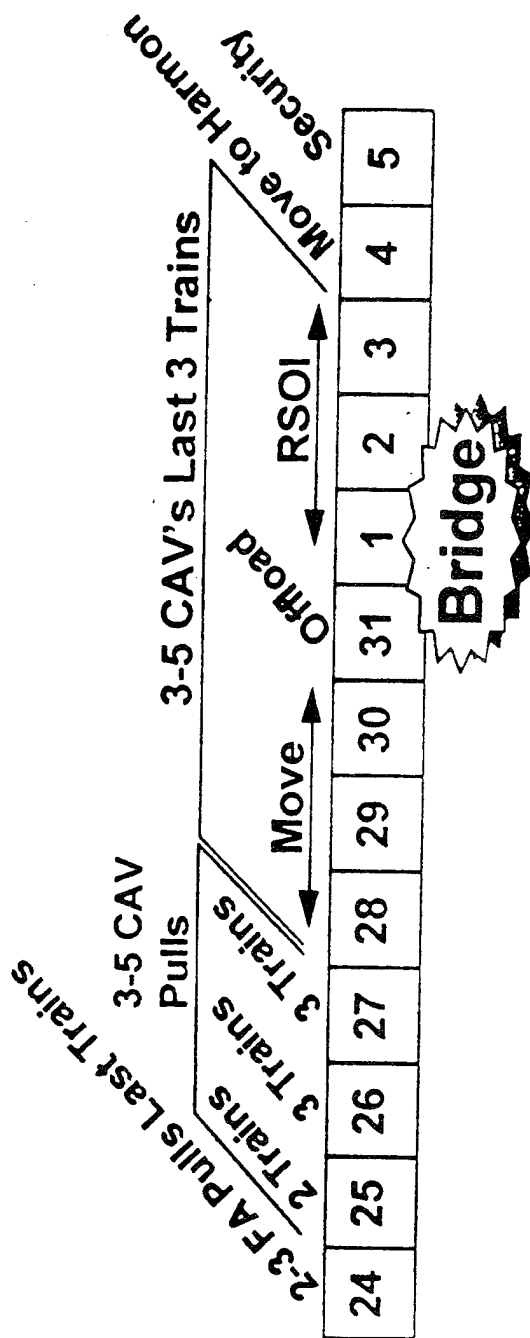


PERT Diagram Analysis

- Constructed PERT diagram. . . identified critical path: long pole is camp construction.
- Base construction will lag behind arrival of troops.
 - Engr timelines must factor 5 days for recon, site selection, security, area proofing, and surface prep.
 - Fourteen days to build base camps: each day 1/14th of camps tents are completed and ready to occupy.
 - Contracted construction material must arrive in Tuzla NLT 9 Jan.
- Rail move of B & C / 1-1 CAV, 3-5 CAV, and 2-3 FA behind schedule.
 - Bridge will be late by a few days unless we de-link 3-5 CAV from the crossing or accept 3-5 CAV(-).
- Need to speed deployment of 40th Engineers to ensure set by 19 Jan.
- Bed capacity in LSB and SA Harmon will be sufficient to handle the flow.
- Red Horse and Seabees are on tight timelines.



3-5 CAV Timeline



- 2-3 FA clears Kirch-Goens and Friedberg railheads 24 Dec.
- 3-5 CAV trains pull 25-27 Dec.
- 3-5 CAV offload at ISB complete 31 Dec, cues Bridge 1 Jan.
- OPTIONS to open Bridge sooner:
 - Delink 3-5 CAV from Bridge.
 - Accept 3-5 CAV (-) at ISB:
 - B Co and Bn HQ element offload 29 Dec.
 - A Co, D Co, HHC offload 30 Dec.
 - Tank Co & remaining HHC offloads 31 Dec.

Quick Reference Sheet
as of 260800DEC

SeaBees	Ready Date	Red Horse	Ready Date	LOGCAP	Ready Date
Harmon (#1)	10 Jan 96	Tuzla Main (#2)	10 Jan 96	Lucovac (#5)	19 Jan 96
1st BCT BOB (#4)	24 Jan 96	Tuzla West A (#3)	16 Jan 96	2nd BCT BOB (#6)	29 Jan 96
1st BCT FOB A (#8)	8 Feb 96	Tuzla West B (#7)	23 Jan 96	2nd BCT FOB A (#9)	16 Feb 96
1st BCT FOB B (#11)	24 Feb 96	Tuzla East (#10)	10 Feb 96	2nd BCT FOB B (#12)	16 Feb 96
				Blue Building (#13)	10 Feb 96

Camp Harmon ready date affected by critical path of SeaBee arrival date and transport of construction materials.

1st BCT BOB ready date delayed from 24 Jan to 29 Jan by transport of construction materials, and arrival of 23 ENG area proofing team. SeaBees on critical path if materials can be shipped sooner and 23 ENG can be there sooner.

1st BCT FOB A ready date delayed from 8 Feb to 15 Feb by arrival of SeaBees.

1st BCT FOB B ready date delayed from 24 Feb to 2 Mar by arrival of SeaBees.

Tuzla Main ready date affected by critical path of Red Horse arrival date and transport of construction materials.

Tuzla West A ready date affected by critical path of Force Provider materials and Red Horse arrival.

Tuzla West B ready date affected by critical path of Red Horse arrival.

Tuzla East ready date affected by critical path of Red Horse arrival.

Lucovac ready date affected by critical path of LOGCAP arrival on site.

2nd BCT BOB ready date delayed from 29 Jan to 11 Feb by arrival of 40 ENG area proofing team and the arrival of the 3-4 CAV to secure the area.

UNITS:

2-3 FA on a critical path to arrive and be prepared for mission by 19 Jan. One for one slippage for each day unit is delayed.

40 ENG set in sector date of 24 Jan does not meet the 19 Jan requirement to execute peacekeeping mission. Need to try to move unit sooner or shorten travel, RSOI, or set up times.

46 FSB(-) FLE set in sector date of 24 Jan does not meet the 19 Jan requirement.

123 MSB set in sector date of 27 Jan does not meet the 19 Jan requirement.

Base Camps

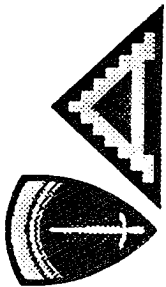
Harmon (SeaBees - SeaBees) 586 AFB 3-5 CAV (Initial)	Cap=1100 16 ENG
1st BCT BOB- Kime (SeaBees - Contract Material) 1 BDE HQ + SIG 1-1 CAV B/23 ENG	Cap=1800 Tuzla-Main (Red Horse - RH Material) DIV MAIN/TAC 3-325 793 MP
1st BCT FOB 1 - Summerall (SeaBees - Contract Material) 3-5 CAV	Cap=1800 18 SIG BDE 18 MP B/25 FA (TAB)
1st BCT FOB B - Samurai (SeaBees - Contract Material) 4-67 AR	Cap=1200 Tuzla West A (Red Horse - Force Provider-2 sets) 2nd BCT ENG BDE DIV Troops
2nd BCT BOB (LOGCAP) 40 ENG 4-67 47 FSB	Cap=1200 Tuzla West B (Red Horse - Force Provider-2 sets) 4-12 Inf 3-4 CAV
2nd BCT FOB 1 (LOGCAP) 4-12 INF	Cap=1800 Tuzla East (Red Horse - Contract Material) DIV Troops
2nd BCT FOB 2 (LOGCAP) 2-68 AR	Cap=1200 Lucovac (LOGCAP - Force Provider-2 sets) DISCOM MSB
	Cap=1800 Blue (LOGCAP) 30 MED 16 CSG

APPENDIX G

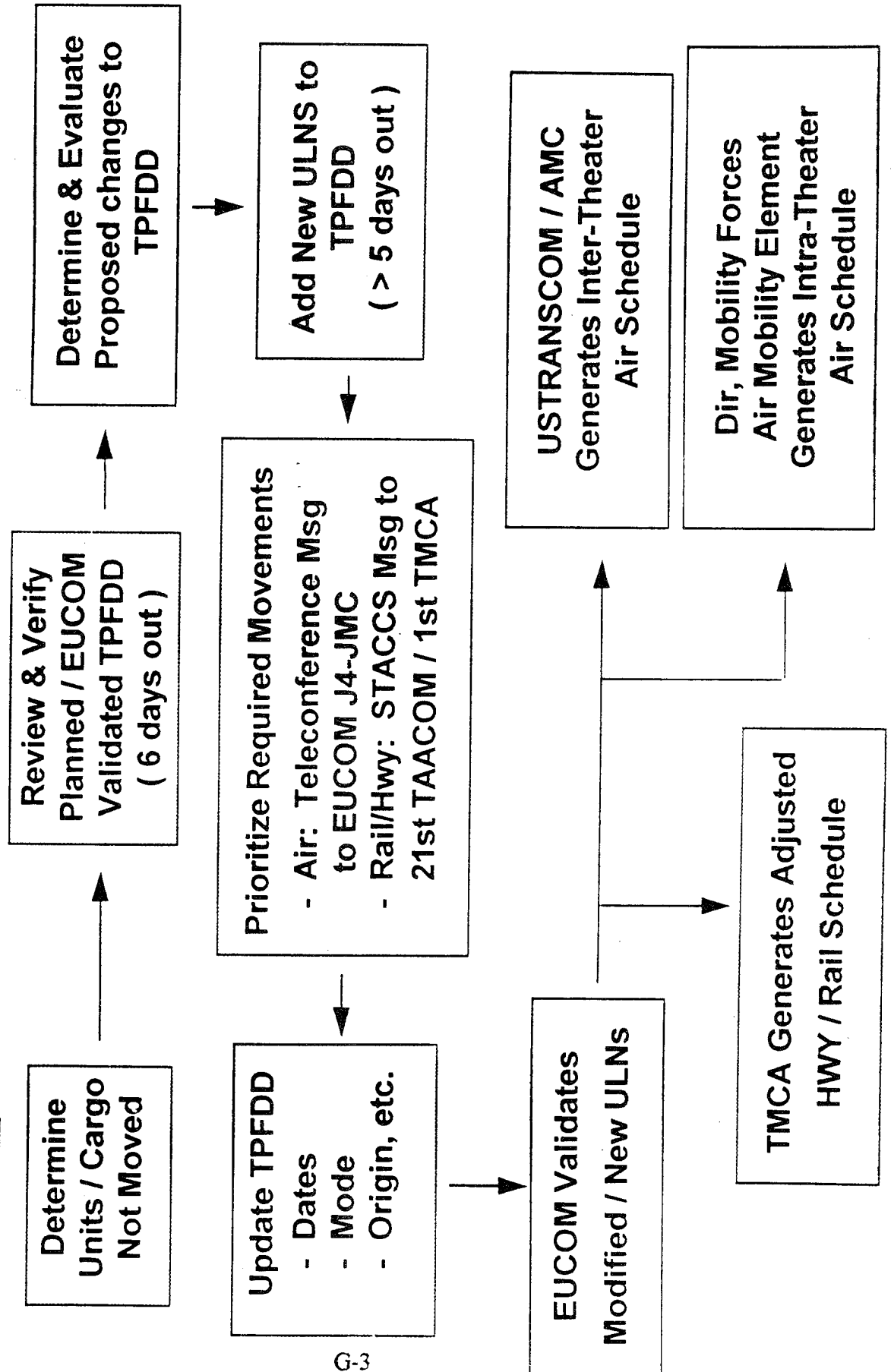
MOVEMENT BOARD PROCESS

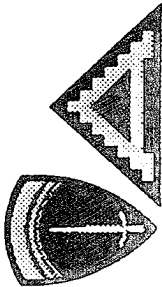
MOVEMENT BOARD PROCESS

1. **SPONSOR:** DCSOPS - CINC's Initiative Group
2. **OBJECTIVE:** Describe the USAREUR Movement Board Process for COL Doggins, CINC's Initiative Group in preparation for brief to CINC.
3. **BACKGROUND:** USAREUR Movements Board was started in mid December to Review and Verify future (6 days out) Planned/EUCOM validated TPFDD movements. The goal was to determine and evaluate proposed changes, prioritize required movements, and update the TPFDD. Updated TPFDD is then used to generate improved air and rail schedules.
4. **DISCUSSION:** LTC Lally attended several USAREUR Movement Board meetings and interviewed key personnel. Results were used to describe the process in a chart.
5. **RESULTS:**
 - a. Charts were developed that illustrated the process and identified key players. Copies given to COL Doggins, CIG, and COL MacHamer, New Chairman of USAREUR Movements Board. See attachment for charts.
 - b. Two recommendations made to Chairman of the USAREUR Movements Board
 - (1) Generate a message to 21st TAACOM/1st TMCA via STACCS that prioritizes required rail and highway movements, and describes all changes. (An air message was already being sent via JOPES Teleconference to EUCOM J4-JME.) **Implemented.**
 - (2) Include DCSLOG and DCSENGR as regular members during the Base Construction Phase. **Implemented.**
6. **STATUS:** Project completed 21 Dec 95.



USAREUR MOVEMENT BOARD PROCESS





USAREUR MOVEMENT BOARD PROCESS

Membership

USAREUR CAT Team Chief (Chair)

V CORPS (provides USAREUR FWD input)

21st TAACOM

1st AD

USAFE LNO

TPFDD Consultants (DCSOPS & V CORPS)

Note: DCSLOG & DCSENGR probably should be regular members
(at least for the next 2 - 4 weeks).

5th Sig, MED, etc need to send reps when their units are under consideration.

APPENDIX H

DEPLOYMENT
POPULATION
PROJECTION

DEPLOYMENT POPULATION PROJECTION

1. **SPONSOR:** Director, Crisis Action Team

2. **OBJECTIVE:** Project the number of deployed personnel in Hungary, Croatia, and Bosnia-Herzegovina over time. Predictions are based on key treaty implementation dates.

3. **BACKGROUND:** EUCOM and DCSPER were constantly being bombarded with requests for predictions of number of personnel downrange on any given date. ORSA Cell developed a quick methodology for predicting the deployed population over time.

4. **DISCUSSION:**

a. Treaty implementation required unit deployment by key dates. See Annex 1.

b. CINC's Initiative Group analyzed the TPFDD and discussed the planned flow of forces with USAREUR Forward. They developed a series of timeline charts that depict the flow of units and the total number of deployed soldiers. See Appendix F, Annex 1.

c. DCSPER reports actual personnel deployments daily. See Annex 2 for an example.

d. Assumptions and methodology used to make projections is attached at Annex 3.

5. **RESULTS:**

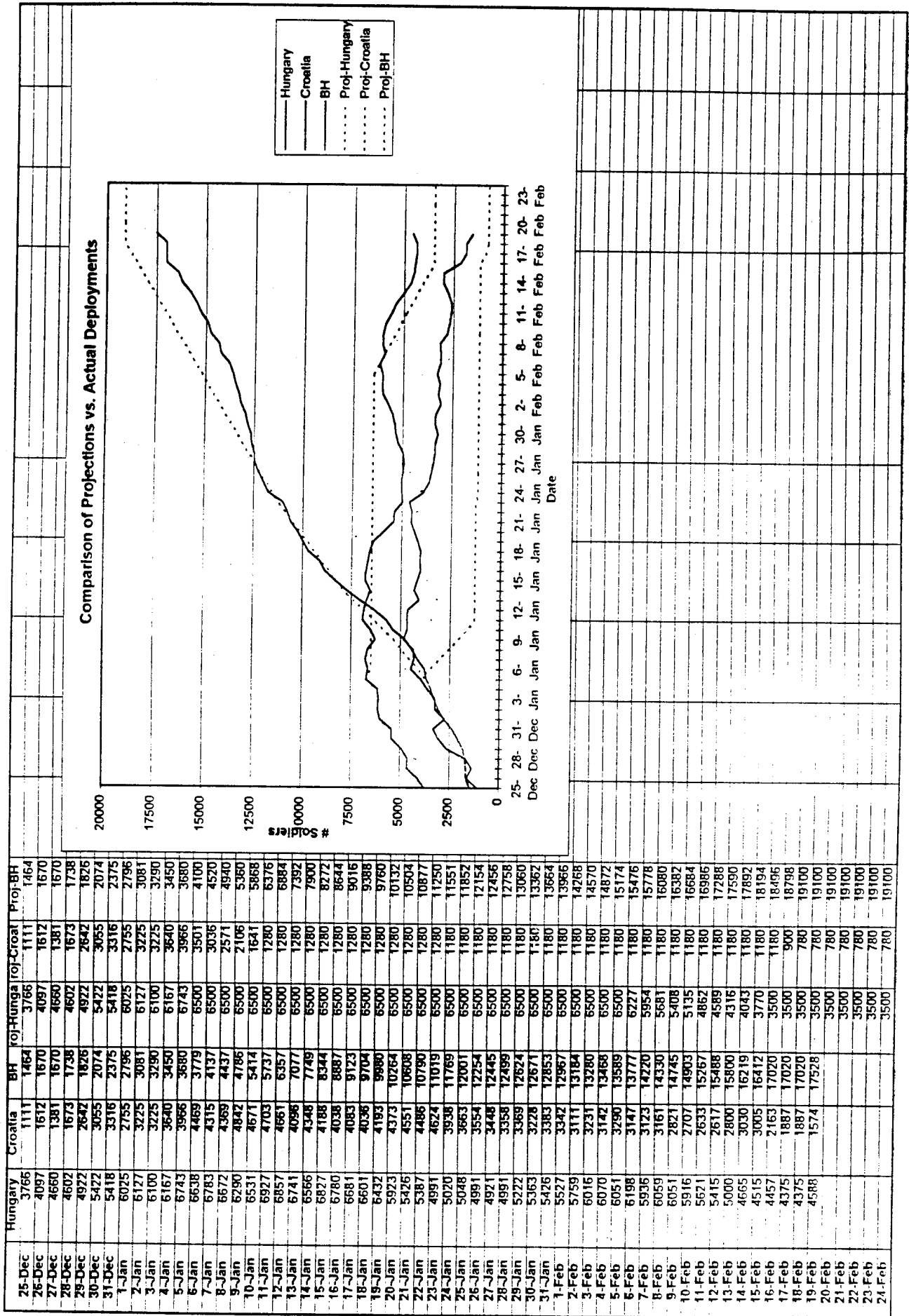
a. Provided projection chart and methodology to EUCOM and DCSPER with the caveat that the methodology was a reasonable way to project deployment populations 7 to 14 days into the future. The chart did a good job of projecting trends, ie increasing numbers of personnel in an area, or the fact that an area had reached a steady state and inbound roughly equaled outbound.

b. Actual deployment forecasts for number of personnel in Hungary and B-H was reasonable.

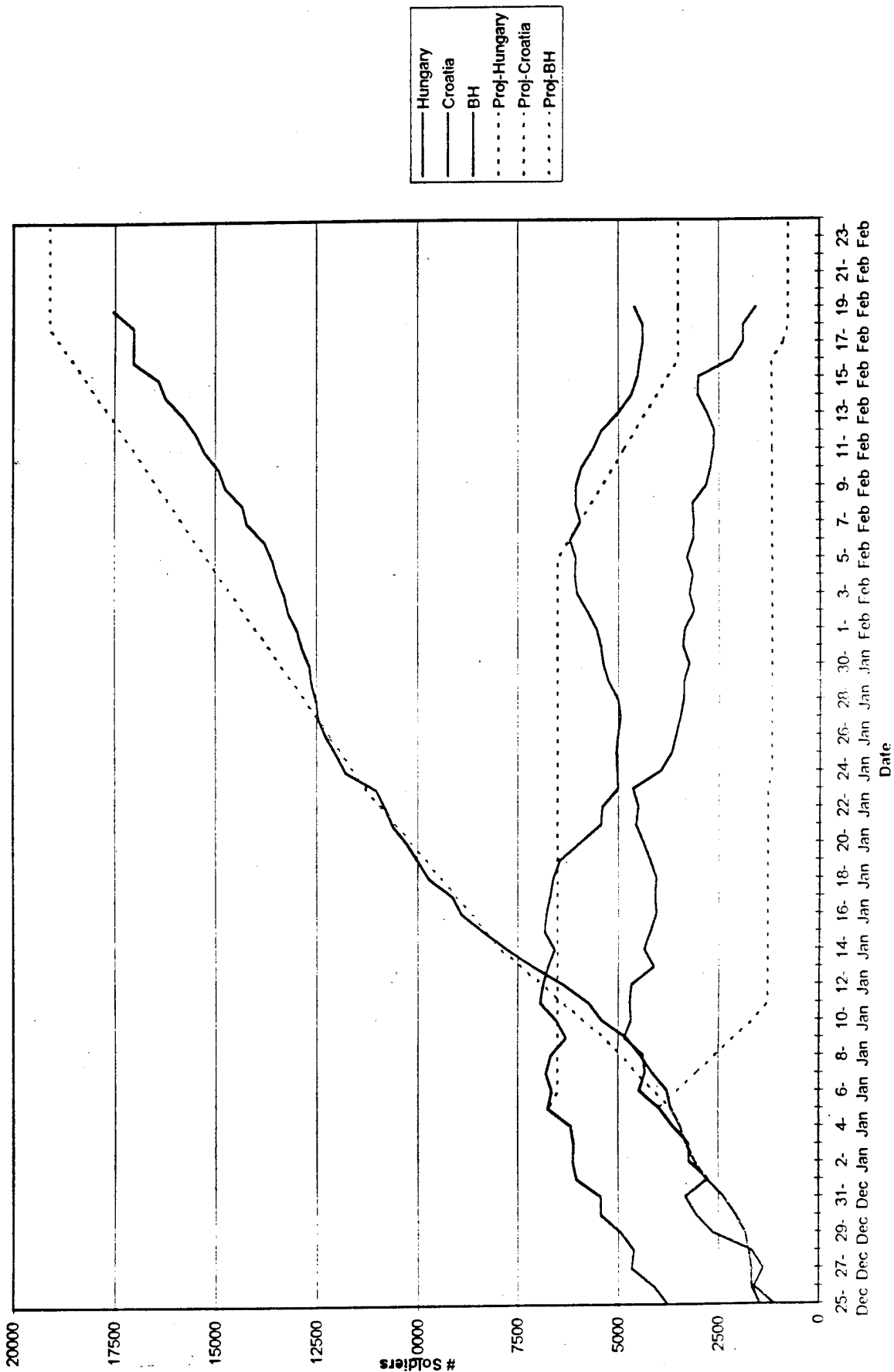
c. Forecasts for number of people in Croatia was never accurate. USAREUR FWD continually discussed reducing the number of personnel at Camp Harmon, but the drop in personnel staying at Camp Harmon did not occur until the end of the deployment.

d. Chart was used at action officer level to track actual numbers and support estimates on future numbers.

6. **STATUS:** Chart was maintained daily until approximately 15 Jan 96. See Annex 4 for charts from 5 Jan 96 (Initial Projection) and 19 Feb 96 (Actual deployment numbers). The next page shows a comparison of the 5 Jan 96 projections versus actual deployment populations

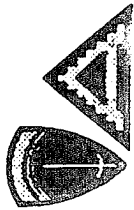


Comparison of Projections vs. Actual Deployments



ANNEX 1

FORCE PROJECTION STATUS



D+30

19 JAN

FORCE PROJECTION STATUS

10 JAN 96

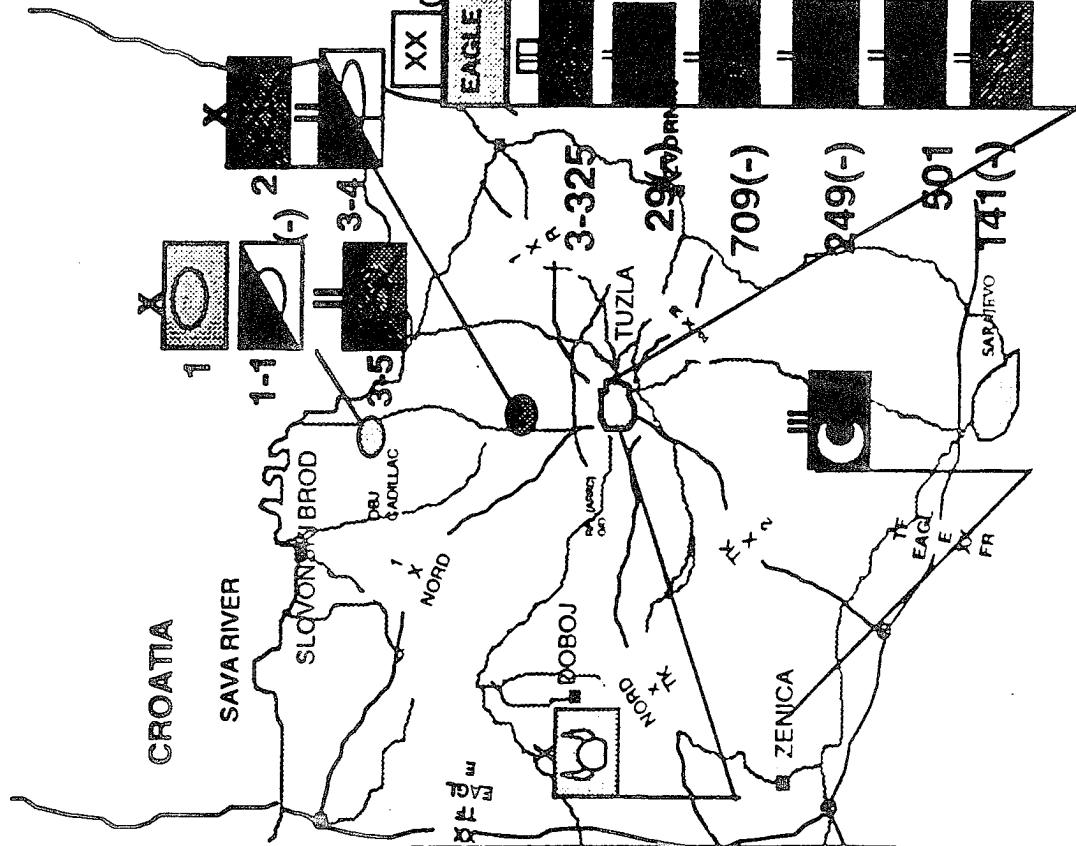
KEY MILITARY TASKS

- Monitor the ZOS
- Secure AOTs

CAPABILITIES

PLN ACT

MECH BN TFS	3	3
ABN INF BN	1	1
CAV SQDRNS	2	1
ATK BN	1	1
ARTY BAT	2	3



SUSTAINABILITY

- ✓ • 16 CSG (-) and DISCOM (-) in TUZLA
- 13 JAN • Base Camp LUKEVAC complete
- 13 JAN (D+25)
- 2 FEB • Base Camp TUZLA West A complete 18 JAN (D+30)
- 4 FEB • Base Camp BOB for 1 BCT complete
- 22 JAN (D+34)
- 2 FEB • Base Camps 2BCT BOB and TUZLA
- West B complete 28 JAN (D+40)

D+45

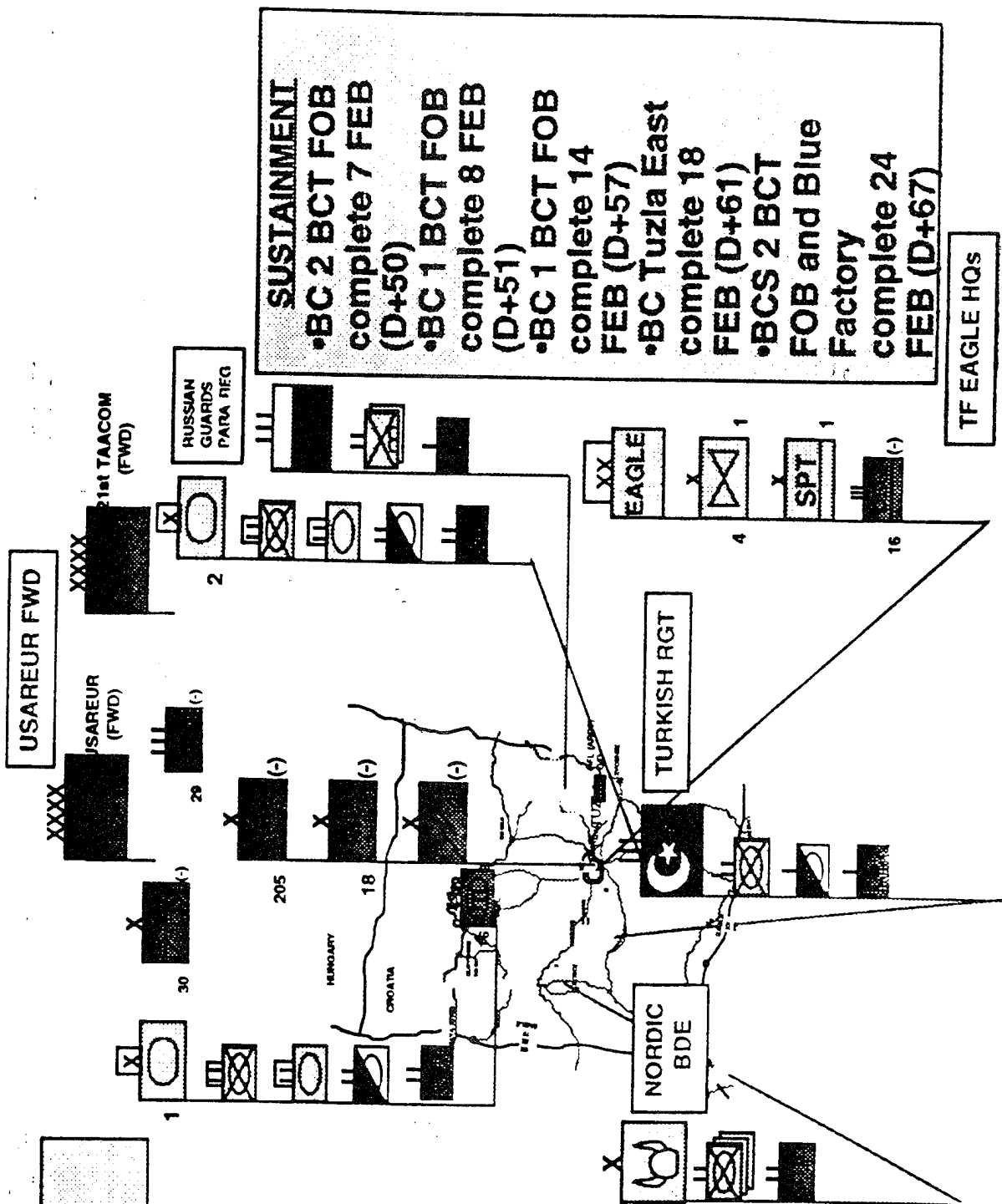
3 Feb

KEY MILITARY TASKS

- Ensure entities clear AOTs
- Deny Access by gaining forces into AOT

CAPABILITIES

MECH BN TFS	6
AIRBORNE BNs(BMDs/BTRs	2
AR BN TF	2
CAV SQDRN	2
ATK Bn	1
ATRY BNS	2+



SUSTAINMENT

- BC 2 BCT FOB complete 7 FEB (D+50)
- BC 1 BCT FOB complete 8 FEB (D+51)
- BC 1 BCT FOB complete 14 FEB (D+57)
- BC Tuzla East complete 18 FEB (D+61)
- BCS 2 BCT FOB and Blue Factory complete 24 FEB (D+67)

TF EAGLE HQS

ANNEX 2

PERSONNEL STATUS



PERSONNEL STATUS

062359 JAN 96

FORCES	USAREUR REQ	IN		IN		TOTAL		% DEPLOYED
		HUNGARY	B-H	CROATIA	DEPLOYED	DEPLOYED	DEPLOYED	
NATO ENABLING	426	7	141	257	405		96%	
NSE	3,537	3,363	0	34	3,397		96%	
TF EAGLE	19,920	3,413	3,996	4,024	11,433		57%	
TOTAL	23,883	6,783	4,137	4,315	15,235		64%	

LAST 24 HOURS: +349

IN TRANSIT: 563

ANNEX 3

METHODOLOGY
for
PROJECTING
DEPLOYMENT
POPULATIONS

Projecting Deployment Populations

1. A methodology to project deployment populations is described below. The methodology provides a reasonable way to project deployment populations 7 to 14 days in the future.
2. A chart showing deployment numbers for Hungary, Croatia, and B-H was developed. Actual data through the current date are plotted with values extracted from the DCSPER daily charts for each of the three countries. Projections are based on reaching these specified interim goals by applying an average number of PAX entering B-H each day, until the cap is reached:

<u>GOAL</u>	<u>DAY</u>
7,900	14 Jan
11,250	23 Jan
19,100	18 Feb

See attached charts from DCSOPS-CIG for how the goals were determined.

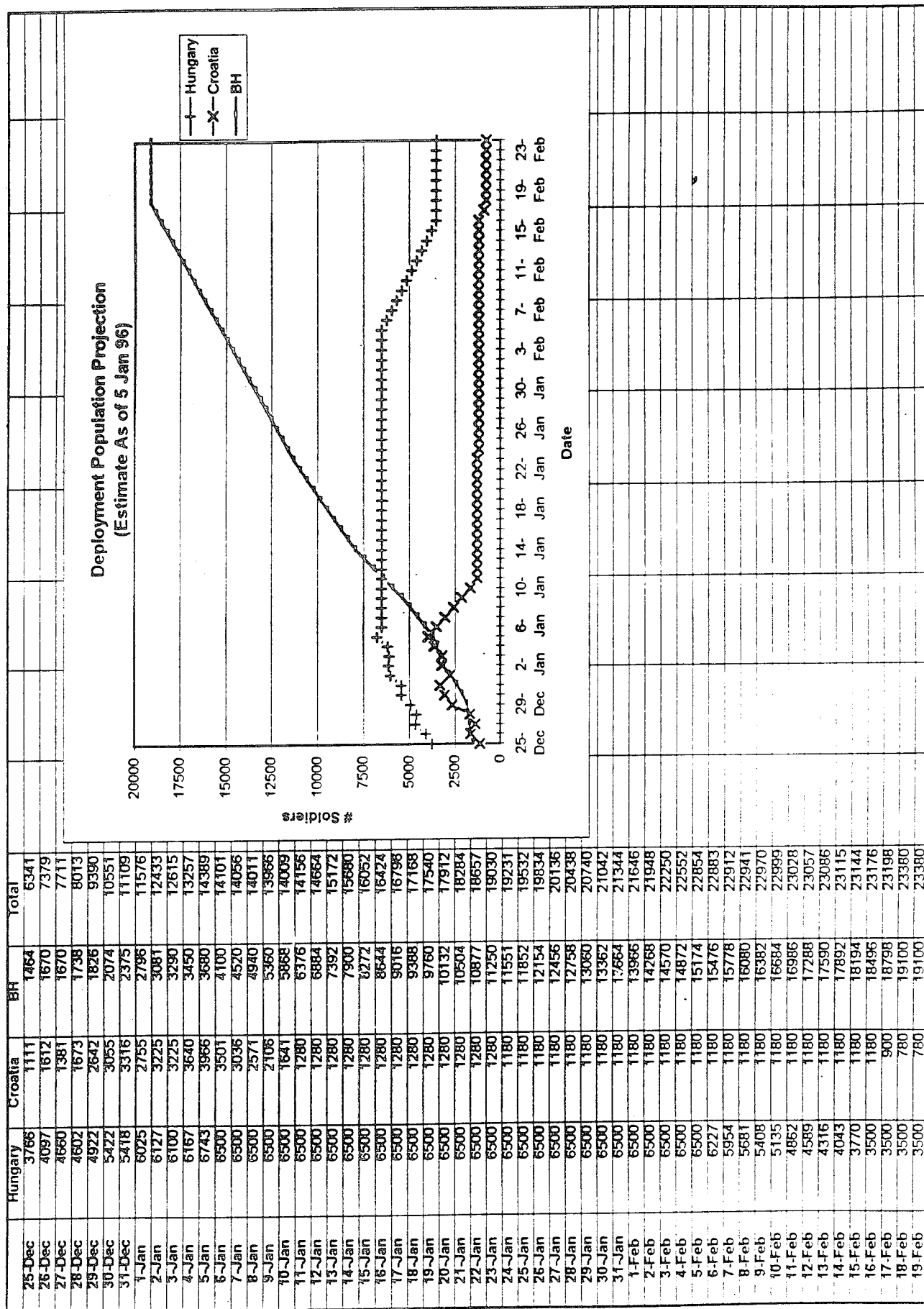
3. The following assumptions were made:
 - a. The total number of PAX in Hungary would remain at approximately 6500 until near the end of the deployment.
 - b. The number of PAX at Camp Harmon (located in Croatia) would draw down to approximately 1600 PAX and would remain at that level until near the end of the deployment. This represents approximately 850 people needed to run the camp and maintain the bridge, with the rest of the PAX being in transit. Once the flow of the troops has quit, the personnel located at Camp Harmon would be reduced to the 850 who run the camp and maintain the bridge.
 - c. The number of PAX in Croatia for the NATO Enabling Force is approximately 280 and will remain at that level. This number was settled on after review of the DCSPER charts and the 30 Dec TPFDD. The DCSPER numbers varied, but seemed to be converging on the number of PAX identified in the TPFDD (280).
 - d. Based on b and c above, the number of PAX in Croatia will draw down to approximately 1880 for most of the deployment, and then would be reduced to 1130 ($850 + 280$) for the steady state.
 - e. The total deployment figure to all countries is 23,730.
 - f. It was assumed that the number leaving the ISB in Hungary would be replaced with an equal number of people coming from the Central Region. This would continue until a total of 23,730 is reached. At that time, the number of PAX at the ISB would be systematically drawn down until the remaining population of 3,500 is reached. That remaining population is necessary to run the sustainment operation at the ISB.

Projecting Deployment Populations (Continued)

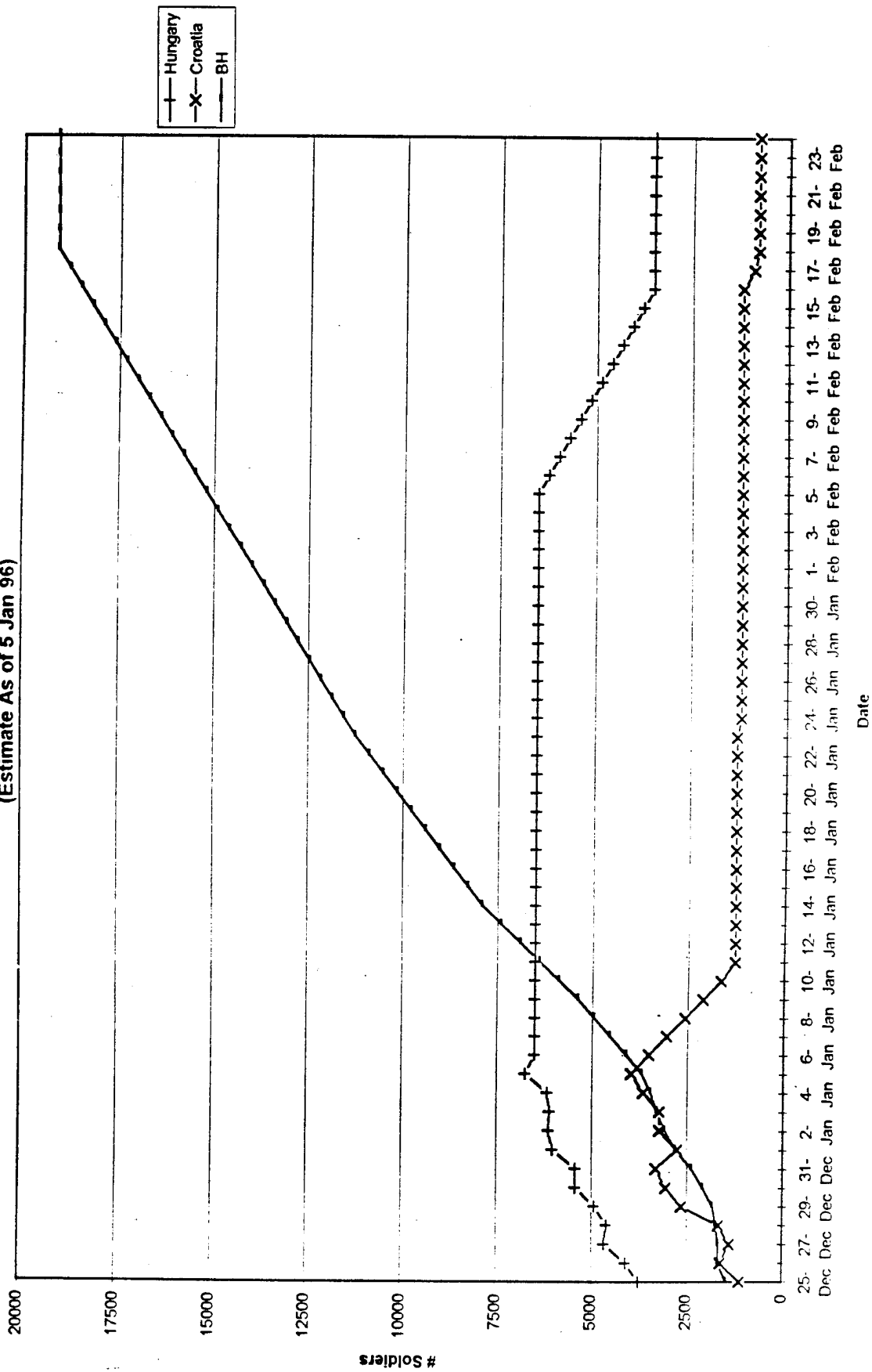
g. It was assumed that the number leaving Camp Harmon would be replaced with an equal number of people coming from the ISB. This would continue until no further PAX arrive from the ISB. At that time the population at the camp would be reduced to the steady state level.

ANNEX 4

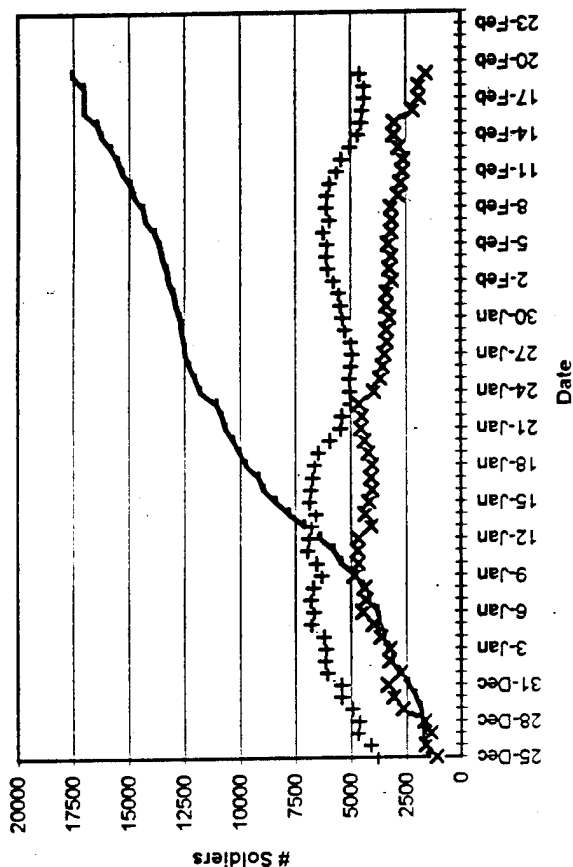
DEPLOYMENT POPULATION PROJECTIONS and ACTUAL MOVEMENTS



Deployment Population Projection
(Estimate As of 5 Jan 96)



Deployment of Soldiers to Bosnia-Herzegovina



	Hungary	Croatia	BH	Total
25-Dec	3766	1111	1464	6341
26-Dec	4097	1612	1670	7379
27-Dec	4660	1381	1670	7711
28-Dec	4602	1673	1738	8013
29-Dec	4922	2642	1826	9390
30-Dec	5422	3055	2074	10551
31-Dec	5418	3316	2375	11109
1-Jan	6025	2755	2796	11576
2-Jan	6127	3225	3081	12433
3-Jan	6100	3225	3290	12615
4-Jan	6167	3640	3450	13257
5-Jan	6743	3966	3680	14389
6-Jan	6638	4469	3779	14886
7-Jan	6783	4315	4137	15235
8-Jan	6672	4369	4437	15478
9-Jan	6290	4842	4785	15918
10-Jan	6531	4671	5414	16616
11-Jan	6927	4703	5737	17367
12-Jan	6857	4861	6357	17875
13-Jan	6741	4096	7077	17914
14-Jan	6566	4348	7749	18663
15-Jan	6827	4188	8344	19359
16-Jan	6780	4038	8887	19705
17-Jan	6681	4083	9123	19887
18-Jan	6601	4036	9704	20341
19-Jan	6432	4193	9980	20605
20-Jan	5923	4373	10264	20560
21-Jan	5426	4551	10608	20585
22-Jan	5387	4486	10790	20663
23-Jan	4991	4624	11019	20634
24-Jan	5020	3938	11769	20727
25-Jan	5048	3663	12001	20712
26-Jan	4991	3554	12254	20799
27-Jan	4921	3448	12445	20814
28-Jan	4991	3358	12499	20848
29-Jan	5222	3369	12624	21215
30-Jan	5363	3228	12671	21262
31-Jan	5426	3383	12853	21662
1-Feb	5527	3342	12967	21836
2-Feb	5759	3111	13184	22054
3-Feb	6016	3231	13280	22527
4-Feb	6070	3142	13468	22680
5-Feb	6051	3290	13589	22930
6-Feb	6198	3147	13777	23122
7-Feb	5936	3123	14220	23279
8-Feb	6059	3161	14330	23550
9-Feb	6051	2821	14745	23617
10-Feb	5916	2707	14903	23526
11-Feb	5621	2633	15267	23521
12-Feb	5415	2617	15488	23520
13-Feb	5000	2800	15800	23600
14-Feb	4665	3030	16219	23914
15-Feb	4515	3005	16412	23932
16-Feb	4457	2163	17020	23640
17-Feb	4375	1887	17020	23282
18-Feb	4375	1887	17020	23282
19-Feb	4588	1574	17528	23690

Deployment of Soldiers to Bosnia-Herzegovina

